Channel for decision making
- What a Talent Manager Should Do In Practice
Dr Tay Jon Jon
tjj212@gmail.com

Abstract

In management philosophy there is no real “right” or “wrong” answers especially when it comes to the art or sometimes science of decision making. However, one should as an entrepreneur in many start ups be aware of the alternatives and options available and make sense of them in the most moral fashion. The article discusses of HR best practices and what is the meaning of talent management.

Key terms: Decision making, HR best practices.

Lenses for Decision Making

In a workshop initiated with human resource managers in Kuala Lumpur, the Chartered Institute of Personnel Development (CIPD) of UK examined the new direction of its research from a CIPD report.

HR managers were asked if their workplaces promoted well being such as autonomy and happiness. When there is a choice of providing bad and providing good, the decision should provide more of good and little of bad. Most concurred that this was an important element in the development of their decisions. In fact, with the GEN Y executives this was what most of them looked for in their job search of a good employer.

Secondly, HR managers were asked if the rights of people were important and that they should not be violated just to improve the outcome of someone else. “People have a right to be protected from harm and to have a choice over what happens to them. In the workplace, this means the right to be treated with dignity and respect, to exercise autonomy and control.” One set
of HR managers argued that should the direction of the company be more important in terms of survival and sustainability, the question of rights should be set aside.

Third, managers were asked on whether “merit should be designed to guarantee equal opportunities based on individual talent and hard work, rather than irrelevant characteristics such as gender, race, sexuality and social class.” Managers felt that this was an important criterion and that the world needed more meritocratic policies.

Fourth, managers were asked to explore the impact of fairness and justice. Not every one can compete on merit alone. “People have unequal access to education and development” and workplaces could be designed with an eye to those who might end up being the worst off as a result of the decision.” Most managers chose not to make decisions on the basis of fairness and justice as this could be most subjective.

Fifth, people should get what they need based on a market lens. “Some people are lucky enough to have scarce qualities and ability to negotiate freely to command higher wages. Others are less fortunate and end up with less, even if they are no less worthy.” Most HR managers did not base their decisions on the market lens. However, in the world of “Uberization” this is the direction that the world is moving towards as the driver with the most efficiently priced taxi would succeed in providing the service to the customer. This is in the face that Uber alone does not own a single taxi or has a fleet of cars.

Sixth, HR mangers felt that most people should not be able to influence the decisions that affect them. Everyone should be able to democratically elect the decisions made at the workplace just like a “collective”. This could explain why trade unions are not a powerful force in Asia. It is obvious that we live in an autocratic society with right wing leaning organizations cum companies.
Seventh, HR managers felt that decisions should be made with integrity - the character lens, even if means compromising certain values. It is about doing the right thing and not about just the regulation, it is what the decent person should do. One example is whether to let go of staff and lose competitiveness or whether to retain them but ask employees not to ask for a raise, in the face of appalling economic conditions.

Finally, most HR managers felt “long term interests, people, organizations and society are more important than short term gains.” History preserved as a role model for the future of the company. Most Asian companies tend to follow this model and is implicit in their culture.

HR can add value to the organization by positioning itself and talent management towards contributing towards the effectiveness of financial performance. HR managers should concentrate on recruiting the right talent to match the type of business strategy that the company wants to pursue (Lawler 2016).

**HR Best Practices**

Best practices firm Google communicate the job they are hoping to fill with the talent that they are looking for. The performance of the talent recruited differentiates Google from the competition. 3M gave staff time to work at pet projects thus encouraging innovation and creativity (Lawler 2016).

However, many firms find that talent is not important towards their goal of having good technology and finance. For example engineering is an issue crucial to strategy not talent management. HR managers need to a be a driver of strategy rather than just a supporting role that for decades has been the norm.

Employee networks and social ties are important and will dissipate and lead towards a downward slope if not handled sensitively especially in the case of retrenchments which become viral within the organization (Baesens *et al.* 2016).
HR managers should critically interpret, reflect, adjust, and steer the outcomes of the analytical models using his or her business acumen, experience, and knowledge of the problem and organization. For example from Big Data, HR professionals should be able to deduce falling clients are due to the exit of one employee. The mindset of the HR manager needs to be mindful, opened and informed (Baesens et al. 2016).

“Analytical models should always be interpreted with caution, and gender equality and diversity should be respected when selecting the data to build your analytical HR models (Baesens et al. 2016).” It is important that number crunching though important should also consider data privacy and issues that come with it.

“Analytical models in HR should be back tested by contrasting the predictions against reality, so that any change of state in performance can be immediately noticed and acted upon.” Such as from a hiring orientation, the steps pre hire (how and who is recruited) and post-hire (whether the best were selected) should be continuously managed (Baesens et al. 2016).

Companies should fully comprehend their employees and customers and the traditional concept that both internal and external marketing is of utmost importance to strategic formulation of policy.

After much debate and opaqueness over the words talent management an agreed definition that it is the process through which organizations anticipate and meet their needs for talent in strategic jobs, was coined. A key improvement in the strategic human resource management (SHRM) literature, suggested that organizations should disproportionately invest scarce resources in the individuals or jobs from which they expect the greatest return. It differs from traditional approaches, which simply assumed that the importance of an individual or job was associated with its position in the organizational chart (Capelli & Keller 2014, p.307).
Karsan (2016) mentions that meaningful work will exist but implied that jobs may become extinct. Thus, the HR manager may look into aspects of work in a creative and innovative fashion and as a knowledge worker (Landsman 2016) be:

- Critical in thinking and have analytic reasoning.
- Emotional or socially intelligent.
- Have novel and adaptive thinking.
- Cross cultural competency in an age of globalization of human resources.
- Computational thinking and able to present big data in a seamless, integrated comprehensible manner.

The HR manager’s skills of the future are as follows:

- New media literacy.
- Ability to traverse across different organizational functions.
- Design mindset to different work environments.
- Being able to deal with phenomenal large amount of data sets.
- Being able to work with virtual teams and cloud based technology.

**Summary & Conclusions**

The GEN Y & GEN Z generation will demand that HR software used encourages them to feel engage and with mobile applications allow them to access payroll and company policy information. Thus, lighten the load for the over burdened HR manager who can concentrate on more strategic issues. Video streaming be it recorded or live, should be embedded in the HR software. Hiring HR executives can interview via video conferencing. To conclude it is the HR manager and his or her team that will have to help develop software that will allow Millennials to enjoy the digital experience they form with the company (TopDogHR 2015). A happy Millennial employee will result in a satisfied customer or client.
References


Karsan R. (2016) How the future of work is not “Jobs”. Retrieved from https://www.youtube.com/watch?v=sQNu4kpd64


Workshop on Lenses for Decision Making, Kuala Lumpur, Malaysia (2016)

From best to good practice HR: developing the principles for the profession. Retrieved from www.cipd.asia