

# **Managing Talent Assessment and Making Companies Attractive for the New Generation of Workers**

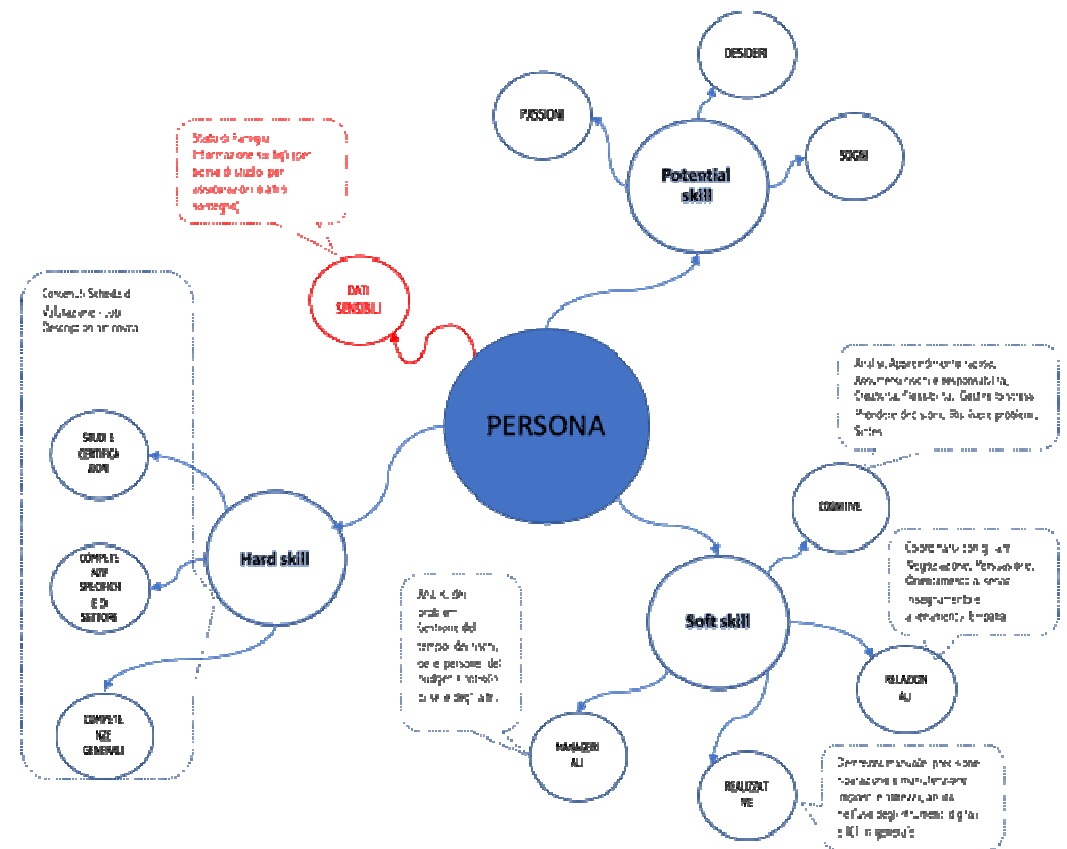
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# What Talent Is...

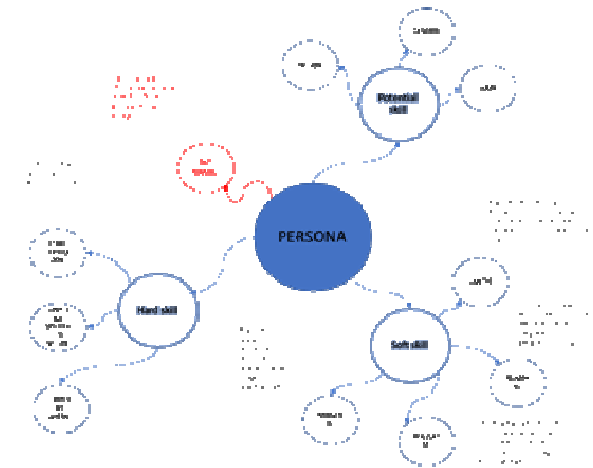
- We all have a series of attitudes, behaviors, knowledge and experiences which - if shared - can be amplified and bring enormous benefits to ourselves and to the working group we are part of. The set of these elements is what we have defined as "talent".
- So, are we all gifted with some talent? Yes, all we are: the question is if and how much we have been put in a position to understand, train and develop our talent.
- If we draw ourselves as a “map of skills”, we must know them and start training.



# ... and How to «Measure» It

The method we have built to “measure” the talent:

- uses a psychological approach (focused on soft skills),
- is linked to technical-economic KPI (focused on hard skills),
- applies an anthropological-cultural approach (focused on potential skills: passions, desires, aspirations).
- To do that, we have implemented 3 different self-learning experiences:
  1. a questionnaire of 40 multiple choice questions in which people have evaluated themselves in terms of soft skills and 10 open questions in which they had the opportunity to show their knowledge of organizational and managing disciplines -lean manufacturing, project management, innovation and change management.
  2. a face to face conversation with an executive coach discussing about the technical and organizational problems in their office/company, sharing points of view about gender equality, diversity, conflicts and collaboration and finally sharing stories about their past and their future.
  3. a Lego Serious Play® experience named “3DSelf-Portrait”: each person has built the model of his/her role in the company, using imagination, creativity, storytelling and ability to synthesize.



# The Case Study – TF2000

In 2019, a textile company close to Biella launched a project to develop its employer branding, starting from the interest in exploring the talents of its employees and candidates.

Attention was paid both to young talents, who can bring new approaches and innovative ideas, and to senior persons, who have demonstrated the desire and the ability to pass on their knowledge and know-how to the new generations.

A considerable number of data was collected, allowing us to carry out analyses relating to social (corporate welfare) and cultural (knowledge, experience, potential) aspects.

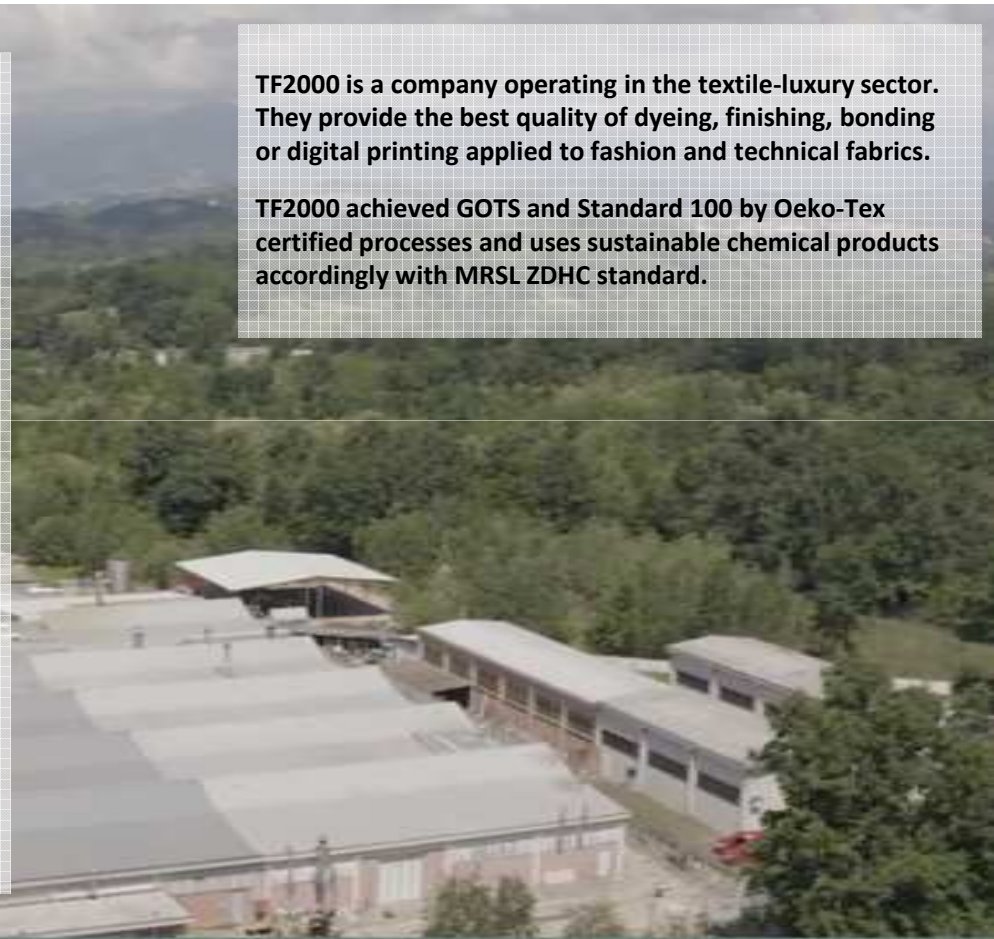
The process is repeated every year and involves both candidates and new hires, allowing us to keep the talent map updated every year.

Over almost 5 years (from 2019 to 2023) all the company's employees and collaborators (for a total of 120 people) were involved in this initiative, which has now become an internal practice.

We would like to point out that this initiative represents an absolute novelty for the Biella area and for small and medium-sized Italian enterprises.

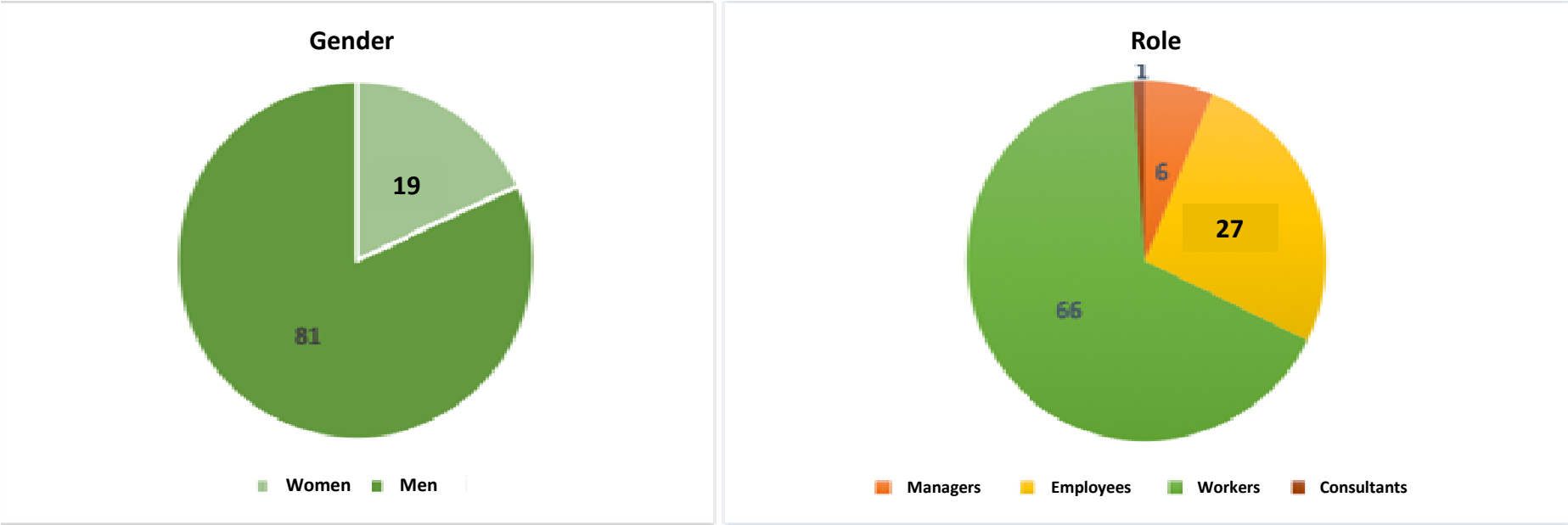
**TF2000 is a company operating in the textile-luxury sector. They provide the best quality of dyeing, finishing, bonding or digital printing applied to fashion and technical fabrics.**

**TF2000 achieved GOTS and Standard 100 by Oeko-Tex certified processes and uses sustainable chemical products accordingly with MRS L ZDHC standard.**



# The Company People

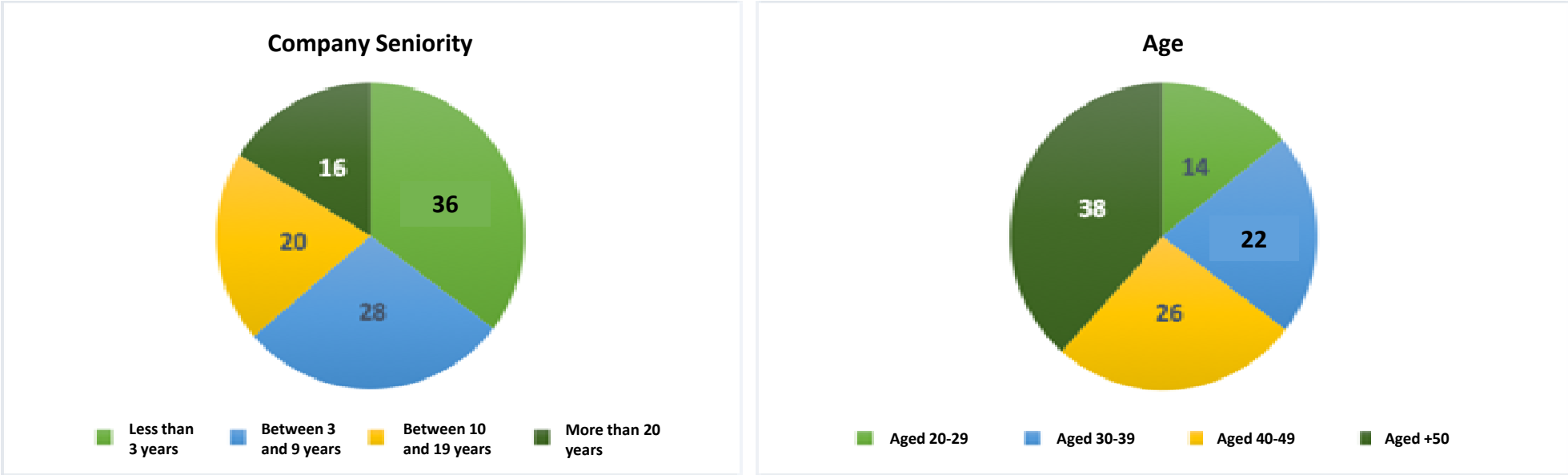
Right now TF2000's employees are 100.



The graphs contain the numbers of people who meet a given requirement.

# The Company Generations

Right now TF2000's employees are 100.



The graphs contain the numbers of people who meet a given requirement.



# The «New Generations» and their Potential

- We consider "new generations" all the people who are working for TF2000 less than 3 years
  - 24 people are aged between 30 and 59;
  - 11 people are aged between 20 and 29.
- This allows to identify two types of potential that these people can express for themselves and for the company:
  - People over 30 have been able to consolidate important experiences in other companies in the sector (which can help us identify different – perhaps more efficient – ways of doing the same things) or in different sectors (from which we can draw proposals for managing some non-core processes for TF2000, such as maintenance or warehouse).
  - People under 30 bring a wealth of innovative skills (many of them are graduated in innovative schools) but above all an approach to work that is more oriented towards personal well-being and collaboration, important foundations for helping to improve the internal climate.
- The potential that we consider fundamental for all people, whether they are junior or senior, concerns "collaborativeness", a neologism that helps us define the ability to collaborate, obtained through the evaluation of the following attitudes: Motivation, Collaboration, Communication, Relational Effectiveness, Empathy.



# The «New Generations» and their Potential

To bring out the potential of the most juniors we have considered their self-assessments in the following aptitude areas:

- «Solidity», indicates the emotional and relational robustness needed to become part of a production structure. Solidity is measured through the following skills: Theoretical Approach, Vision, Patience, Initiative, Flexibility, Stress Management.
- «Speed», characterized by the following skills: Quick Learning, Experimental Approach, Creativity, Manual Dexterity, Proactivity and Reaction Speed.

To bring out the potential of the more seniors, we based ourselves on their self-assessments in attitudes and behaviors concerning, motivating them in becoming an example for the juniors:

- «Reliability», composed of attention to Quality, Punctuality and Accuracy, Result Orientation, a Synthetic Approach and Time Management: talents that are expected from more mature people who have acquired years of work experience.
- «Leadership», measured through: Authority, Customer Orientation, Conflict and Group Management, Making decisions and taking responsibility for them.

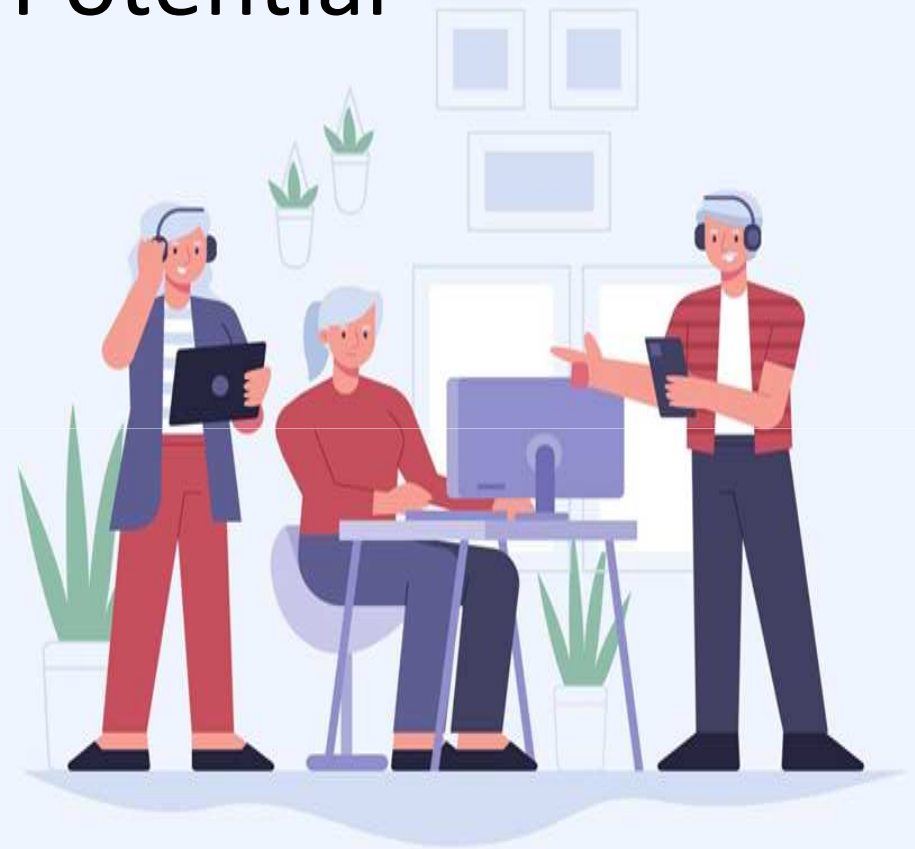
# The «Senators» and their Potential

We considered all the people aged between 50 and 65.

Referring this last category of people, we have considered those who have seniority in the company for more than 10 years,

of these 23 people, some know very well the machinery, others the working processes, controls, tricks and secrets of the textile industry.

The company lexicon identifies some of these key people with the title of «Senators». They are entrusted with the training of the youngest and with the endorsement of organizational choices within their department or their team.



# The «Senators» and their Potential

- We are working to put these people in the most favorable condition to transfer their skills to younger people through a training plan that does not cause inefficiencies in the production departments.
- To allow an effective transfer of knowledge, we have grouped these aptitudes under the heading "Tutoring": skills that include Experimental Approach, Synthetic Approach, Creativity, Patience, Authority.
- These qualities are necessary to be able to pass on the most important and delicate aspects of the trade to the youngest.



# The Potential of Teams

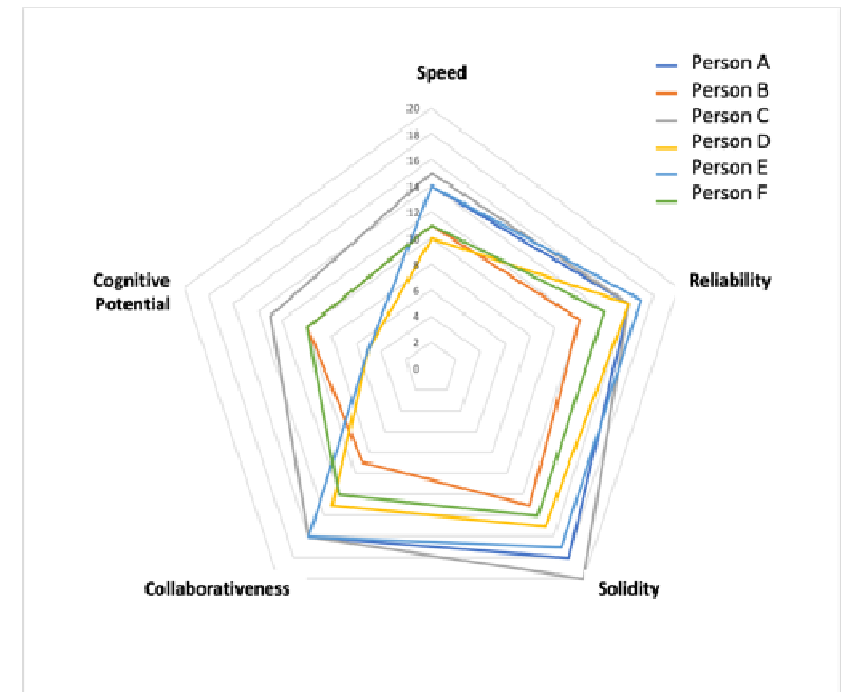
- Alongside the specific skills of Senators - mainly related to fabrics, processes, and machinery - we have new skills - digital, social, organizational skills brought by the younger ones.
- **The challenge is to be able to get these two generations to work together to build a single company lexicon, a single Knowledge Base and to guarantee the new generations a new way of interpreting the knowledge learned in order to build new forms and new working relationships.**
- After mapping the talents for each individual, we focused on the balance to be created in the working groups, to obtain cohesion, participation and improvement of effectiveness.
- To carry out an evaluation by departments, we used the 4 classes of soft skills previously identified: Reliability, Solidity, Speed and Collaborativeness.
- In addition, we have considered the Cognitive Potential obtained as the sum of the school curriculum, the professional curriculum and specific hard skills (information systems, project management, lean production, etc.).
- The final result showed us how balance existing talents in the teams and between different teams.



# The Self-Assessment and Comparison

- During the individual meetings, everyone was able to think about their own attitudes, reactions and behaviors, providing a self-assessment of their own soft and potential skills.
- We talked about communication, conflict and collaboration management. We discussed leadership, participation and engagement.
- This way it was possible to obtain a series of information that identifies strengths and opportunities for improvement, for individuals and for the groups they work with (teams, departments, offices). Young people demonstrate a strong attention to these processes. They consider the work environment and climate more important than economics.
- Finally, we discussed about leadership, participation and involvement: also in this case the young generation pointed out the desire to be a part of a project, feeling themselves useful.

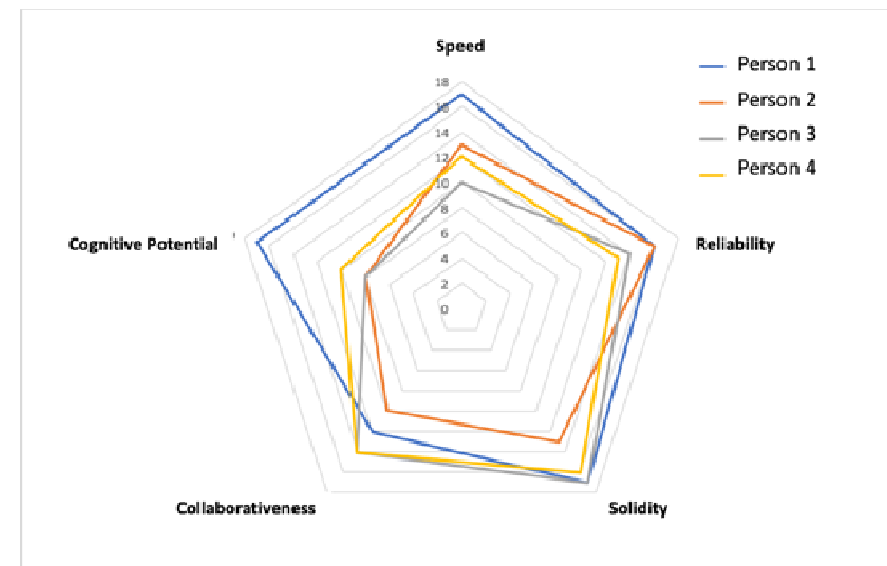
## • Logistics



# The Self-Assessment and Comparison

- Self-assessment faces us with the difficulty of normalizing the data.
- We assume itself does not represent a problem, but it brings out those with above-average levels of self-esteem. For instance, this can allow their managers to focus on strategic skills and to identify objectives that each individual has to achieve, in order to bring out his/her team effectiveness.
- This way it was possible to obtain a series of reports that identify strengths and opportunities for improvement as individuals as per groups (teams, departments).
- Being able to compare themselves with others without prejudice, feeling listened to, being the creators of their own evaluation, are actions that make people more responsible, more engaged to improve themselves and their job.

## • Maintenance



# Talent Assessment in TF2000 – the feedbacks

- **All the people involved, especially the workers, greatly appreciated this initiative: it made them feel listened, understood, appreciated.**
- Feedback from the participants has been positive: **the self-assessment has allowed them to make spontaneous reflections that go beyond the expected results of this project.**
- This talent assessment **has made it possible to retain people who were about to leave the company**, because thought this assessment they have seen:
  - attention to people and their needs,
  - care for communication and corporate climate,
  - support to employees in verifying their potential,
  - execution of training and growth paths for younger employees.



# How talent assessment helps companies to be more attractive

Nowadays, the problem with Talent is that companies must renew it, and most of them are hunting in the zoo.

Talent market has become the toughest one, and players are desperate trying to get the attention of the most desirable workers.

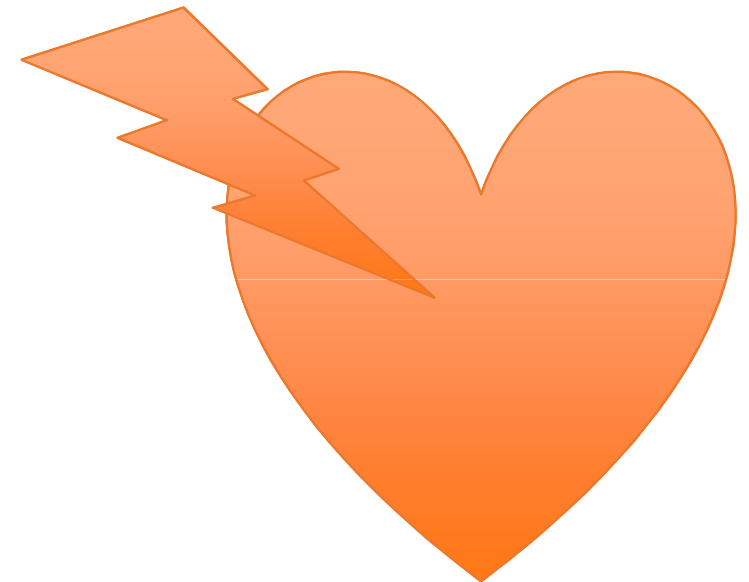
As a result of this, many organizations are deep diving in practices that borrow from the Marketing department.

Employer Branding?

Employee attraction?

Employee Value Proposal (EVP)?

Many names are given to this new HR headache...





# People ask for Companies Identity

- Rules have changed all around the world, and they did it very fast
- It is not (all) about money anymore.
- New issues appear more valuable in the new labor contract:
  - THE PURPOSE of the company, and the possibility to agree with it.
  - LIFE BALANCE and its many shapes
  - COLLABORATIVE WAY in any single practice or task
  - CHALLENGE beyond rewards: leave a mark



# Personalized Experience for Talent

- Companies have begun to talk about themselves on different social networks, trying to catch the attention of those who are looking for a new position
- But those firms that are doing the right job, design specific agendas for different talents.
- And that's why it is so important to map out your own skills capabilities: you will be able to offer the proper value proposal for each employee whether they are juniors, middle or seniors, male or female, single or married, middle school or university graduated.
- And this will be quickly spread off in the zoo
- Of course, it will be necessary a hard Communication initiative on the market either, to stand out from competitors.
- Many small initiatives integrated in a whole long term plan will be the secret for success
- Finally, to collect the right data year after year, will let you understand the desires and needs of your collaborators: always keep in touch with them!

# The three new Essentials

1. First, we can affirm that the Hybrid Model has come to stay. No matter how long it will take companies to realize of this new standard: the later it is assumed, the more talent will be lost.
2. Second, adapt to flexible work: redesign strategies, programs and policies to address the emerging needs of flexible work. If you are not thinking of this, we advise starting doing it immediately. And don't try to fight against this phenomenon.
3. Third, Well-being needs to be prioritized in order to enhance daily engagement of every single employee. We can state that the Total Rewards Programs must be reviewed to adapt their content to different talent groups, that, of course, have different needs. Spend your money wisely!



# Rebalance Employee experiences' offerings

- In this changing environment companies have to redesign the employee experience considering the following constraints:
- Focus on the importance of designing and delivering Total Rewards, embedding inclusion and diversity (I&D) programs, and creating a culture of wellbeing
- Lead through change
- Equip leaders and managers to lead through change
- Reconnect with employees
- Adopt the hallmarks of Transformative EX organizations to understand, listen to, communicate with and engage employees Equip leaders and managers to lead through change
- Build an integrated EX strategy
- Build an EX strategy that is integrated with your business strategy and supported by technology



# Adapt to flexible work

- Almost three-quarters of organizations (73%) have identified flexible work as a priority to improve the EX over the next three years. But many employers are not ready for this shift as only 56% say they're flexible regarding where and how work gets done,
- Unlike in the past, people's lives and identities are no longer defined by work. Before, people worked and from that they organized their lives. Today, a life project defines the choice of work.
- Times of great uncertainty, accelerated digitalization and the demands of a new modality of work, generated a greater awareness in favor of living in the present and a reconsideration of the space that is given to the work occupation.
- The world of work continues to transform and requires a redefinition of agreements existing.

- Then new questions arise...



# Adapt to flexible work

- How to resolve the current tension between work routine and time for personal enjoyment?
  - Dissatisfaction, massive resignations. How to deal with Millennials?
  - Remote, Hybrid or In-person? Who prevails in the crack of the new work format?
  - Is the current form of leadership in crisis? What leader profile does the new work context demand?
- 
- A new, more holistic look: work integrated into life, focused on objectives and quality.
  - Pragmatic purpose: more than half work to be able to meet daily expenses.
  - And for 31% it is a means to carry out personal projects (travel, undertake, access new experiences, housing, etc.), being the main motivation in young people (49%).



# The New Keys for making employee engaged and productive

The new generation of workers ask to be part of a “big picture”, in harmony and with urgent issues: environmental impact, reuse, recycling, waste reduction.

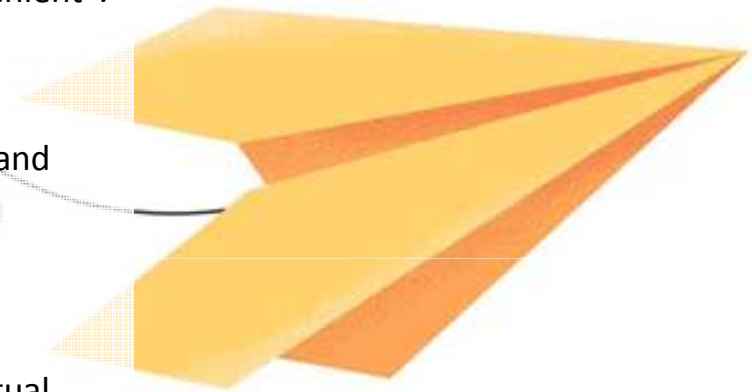
For attracting them is important:

- Offer true participation in decision-making.
- Give rise to important processes.
- Learning and mentoring possibilities.
- Significant experiences.



# What the new generations of workers want

- "I don't 'marry' any job, I prioritize my well-being and the most convenient".
- Rotation emerges as the natural dynamic in the path of professional development.
- BALANCE (flexibility, work life balance, development opportunities), and SECURITY (remuneration, stability and good climate).
- The employer's REPUTATION is more relevant than the its business.
- Flexibility is the new "emotional salary" (of hours and workplace).
- Overcoming the "remote vs. office": flexibility is the new normal. Virtual workers value the flexibility to choose what hours to work, while hybrids prefer to be able to choose where to work from.
- Autonomy as the axis of balance, Asynchrony as a labor trend.





# So, what kind of leaders do we need now?

- New leadership is People Centric.
- The new demands on leaders is based on “kindness”, on social-perception more than on the hard skills.
- This because the majority of collaborators quit a bad boss and not an employment.
- People's patience to live with a bad boss is running out.
- A kind leader is inclusive, open-minded, is authentically interested to know and understand:
  - the person above the collaborator,
  - his/her life experience,
  - his/her needs and feelings.

