

# Global talent part ii

[Business](#), [Human Resources](#)



GLOBAL TALENT PART II Response to Anderson I can really appreciate the challenge you went through at your formal workplace in terms of how difficult it was to invest in talent, given the fact that it was a non-profit organization. This is because using the experience of my own former workplace which was also a non-profit organization, we had such problems initially. Through detailed search and understanding of literature however, we saw that even though it was always difficult to raise funds to invest in talent, there were innovative means by which we could achieve this (Mondore, Douthitt & Carson, 2011). I would therefore want to elaborate on your response by suggesting some of these innovative ways. At my organization, we saw that if attracting new talent was going to be difficult, we needed to switch to the idea of retaining talent. This is because Becker, Huselid and Ulrich (2001) finds retention as one of the best ways organizations can nurture talent. In the light of this, we used very simple HR metrics that made it possible to discover ways in which employees could be motivated intrinsically and thus retained.

#### References

Becker, B. Huselid, M. A., & Ulrich, D. (2001) The HR scorecard: Linking people, strategy, and performance. Boston, MA: Harvard Business School Press

Mondore, S., Douthitt, S., & Carson, M. (2011). Maximizing the impact and effectiveness of HR analysis to deice business outcomes, 34(2), 22-27.

#### Response to Elgena

The challenge you faced in your organization is a typical example of what Becker, Huselid & Ulrich (2001) refers to as inefficiency with the HR metric

system. This is because your organization was not able to appreciate the need to measuring only what it needed to use. In the long run, it had to pay an undesirable cost of not using what it needed to use at all. With my understanding in research, I find that there are some innovative ways by which your organization could have avoided the inefficiency. First, it was important that you did not start collecting data with the metric till you knew exactly what you needed the data for. This is because Mondore, Douthitt & Carson (2011) asked a question in terms of HR management that “ if it is not broken why fix it?” The essence of this question is that it is always important to first have a background data collection approach that makes it possible to discover loopholes that need to be filled in the organization. With the loopholes found, it then becomes necessary to implement the HR metric in a manner that is profitable to the organization.

#### References

- Becker, B. Huselid, M. A., & Ulrich, D. (2001) The HR scorecard: Linking people, strategy, and performance. Boston, MA: Harvard Business School Press
- Mondore, S., Douthitt, S., & Carson, M. (2011). Maximizing the impact and effectiveness of HR analysis to deice business outcomes, 34(2), 22-27.