

Organic Growth and Talent Management

by Jon Craighead

"Greatness isn't born, it's Grown" Daniel Coyle

Organic growth is the process of business expansion by increased output, customer base expansion, or new product development, as opposed to mergers and acquisitions, which is an inorganic growth process. Organic growth utilizes in-house talent and resources to create a competitive benefit. This approach requires a renewed evaluating, development, and dedication of your most important asset: your workforce productivity and organizational success. This minimizes personnel changes and stabilizes the workforce population. Usually, when a talented employee leaves or is removed it creates a potential adjustment period to replace the output level of the former employee, which puts the enterprise at some risk. This potentially accentuates the concurrent importance of both organic growth and talent management partnership.

Today, most organizations are operating at a technological level that far exceeds former standards. Because of this; effective talent management is more essential than ever before. In the past, because of their devoted loyalty many employees were retained regardless of their productivity output. Today, competition and operational cost makes these practices untenable. Today's market demands a more developmental approach to personnel as well as a targeted search for skill sets necessary to remain competitive in today's business environment. This approach quite often requires a sea change; as in new financing, recruiting, and state-of-the-art training facilities. The intent of these efforts is to create a higher level of modern organizational efficiencies, delivery systems, and ultimately profitability.

Training of current employees is generally the initial approach to developing a technically talented and successful workforce. Highly proficient technical talent is today's competitive edge. In this scenario, proficient talented personnel include executives, managers, and employees who are professionally and skillfully capable people and who excel at their positions of responsibility. These talents are more broadly reinforced and enhanced by a desire to learn new and divergent skills and strive to reach the next level of performance excellence. The optimal outcome is to have the right people at the right place to produce the best results. Training is an ongoing learning, developing inherent personal desire to excel both generally or in specifically functioning areas of the enterprise as wanted and needed.

This is a continuous process of mastery, productivity, and performance throughout one's working life. There are times when current operational staff are unable to meet the need for advanced or technical requirements. Recruitment is a process for finding and developing highly capable skilled personnel. Recruitment refers to the overall process of attracting, selecting and enrolling suitable candidates for jobs (either permanent or temporary) within an organization. This becomes necessary when the current organization is lacking personnel to perform specific routine or technical roles. Managers, human resource generalists, and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. When such experienced staff are not available a recruiter may be employed to fulfill such needs. This may take place on site or online.

If you were in the process of evaluating whether you have the most capable people in the right place, ironically the place to start is not with the personnel in place but with the organizational goals and objectives and the skills needed to achieve them. In personnel assessment, carefully assess not only the skill sets required but the type of people you need to fulfill the stated goals. Begin a review of individual behaviors. For example, adaptability, the quality of being able to adjust to new conditions. This is a seminal advantage in the harshly competitive global economy, the capacity to be adaptable to a new use or purpose. Another example is the ability to interface with people: Are their skill sets broad or restricted? These are just some of the areas to evaluate.

When current productivity is assumed as a reliable indicator for long term planning, it's most likely a mistake. Situations and people change constantly and require dedicated oversight. There is no perfect or stable set of circumstances. It is a common practice for most organizations to have an annual strategy review process. It is recommended to include employee evaluations in that process as well. The benefits of doing so are immeasurable.