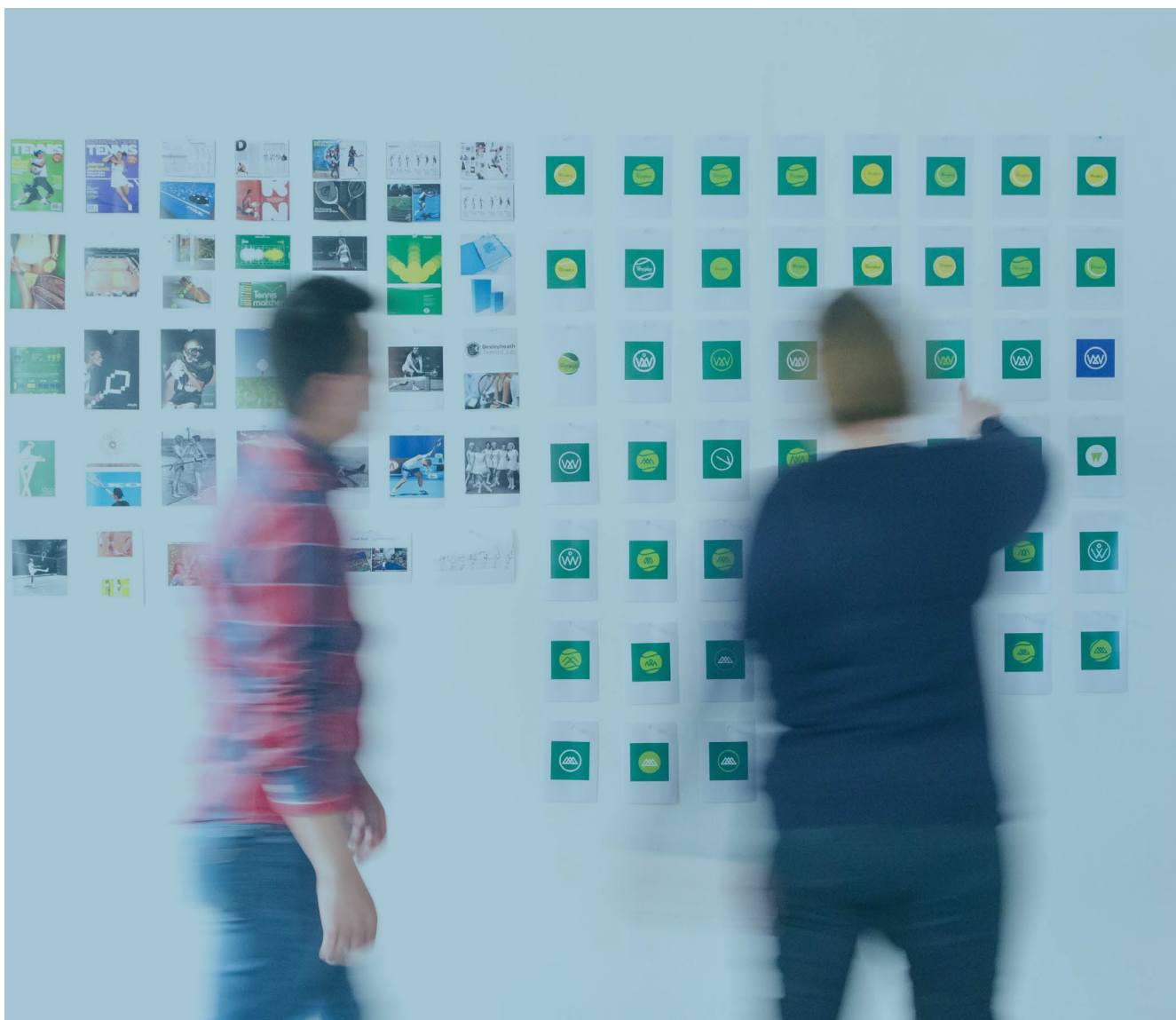


# ORGANISATIONS AND BUSINESS

## *Sector Focus*



# Business culture in talent management

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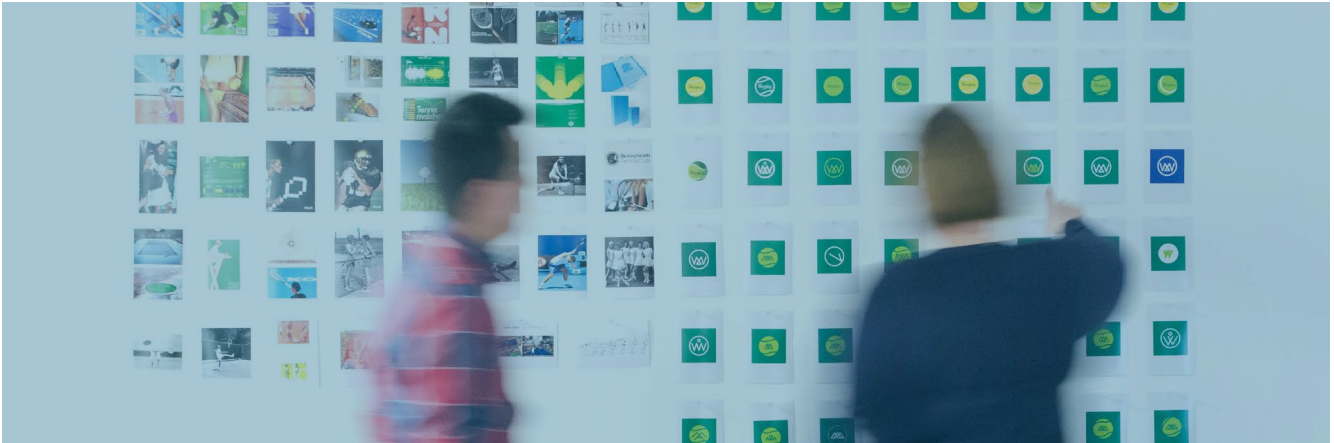
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# The new context of talent in organisations

Employment expectations of workers over the years have evolved, as have their priorities. In the last century, the most valued aspects when accepting a job were **pay** and **security**. It was considered important to have a fixed contract, a regular timetable, a collective agreement that favoured working conditions, etc. Today, however, professionals are also highlighting other issues, such as the option of **flexible work** to maintain a better harmony between their work and personal lives. As a result, companies face new requirements that make a decisive contribution to their competitiveness, which entails analysing the organisation's business culture in detail when recruiting and retaining talent.



Thus, in recent years, there are other concepts such as **emotional pay** that -in addition to economic salary and the ability to perform professionally and personally- are also taken into account when choosing a job. The “emotional wage” emphasises aspects such as timing, work-life balance, internal training, etc., and that increase the **welfare of the person** in their workplace.

New generations -**millennials** and **Z generation**- are defined by being dynamic, idealistic, nomadic and usually not only driven by material aspects; instead, they define their lives through experience and look for companies that are in line with their values. They consider it important to feel part of the corporate project, which should, as far as possible, go beyond organisation, advocating values of solidarity, sustainability, social justice and so on. Furthermore, these generations have a positive view of themselves and the world, so they are less afraid of changes than previous generations, and seek a **balance between their personal and professional growth**. In the organisations for which they work, therefore, they seek friendly and satisfactory environments that offer them recognition and results.

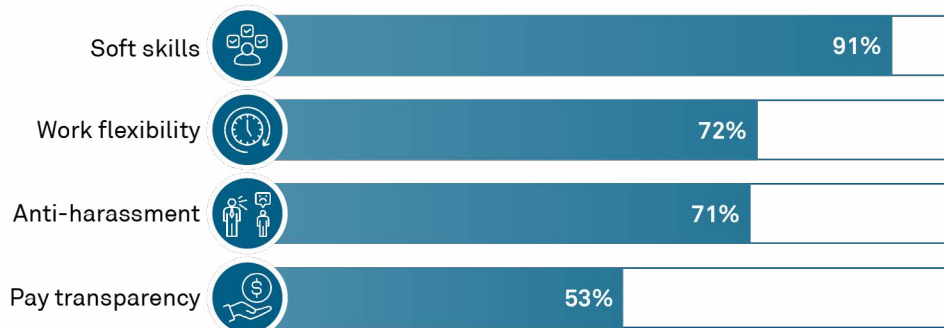
Thus, the incorporation of new business paradigms as well as the entry of new generations into the labour market is forcing companies to **transform** and **abandon obsolete strategies** such as presenteeism, while offering new incentives to their staff in order to attract and retain talent. It is therefore time to adapt to a new reality that invites the company to rethink a business culture that is quite different from the one that has been prevailing in recent years.

# Employment trends that shape business culture

**Talent** refers to those who have the ability to successfully perform a job or hold a position. Given the multiplicity of intelligence and skills, all people, in one way or another, have this talent. As Xavier Marcet -an expert in strategy, innovation and organisational transformation- points out, **talent is a good synthesis of skill and attitude**, that is, of good complementation between knowledge, professional skills and commitment. Businesses are looking for this talent to be their differential attribute and to enable them to be relevant and competitive, as dealing with the changes brought about by talentless complexity is very difficult.

Now, as we mentioned earlier, new talent has new demands regarding the companies that they are part of. To go into detail of these demands and new expectations of talent, LinkedIn conducts an annual worldwide survey of 5,000 human resources professionals from 35 countries, combined with a data analysis of platform users' behaviour and talks with experts and with companies such as Starbucks, Cisco or Sodexo. This survey has enabled them to identify the four **employment trends** that will most likely have an impact on the transformation of jobs and consequently determine the new business culture.

**Figure 1.** The 4 trends transforming jobs



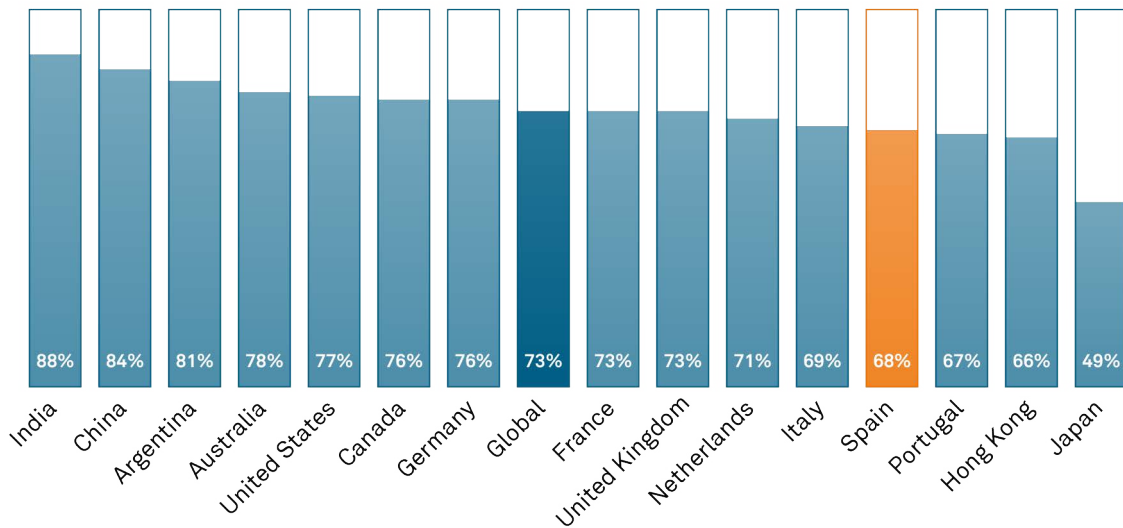
Source: Report *Global Talent Trends*, LinkedIn. 2019.

- **A business culture focusing on worker welfare:** Some businesspeople claim that to feed healthy cultures, companies must provide care and compassion. An approach that leads employers to focus on the welfare and personal satisfaction of their workers. This purpose leads organisations to discover that their own well-being is intrinsically linked to that of their talent: mental, physical, emotional and financial.
- **The growing revolution of professional retraining:** The evolution of jobs and therefore the need to acquire new skills is clear. In this regard, companies have the opportunity to invest in the growth and development of their professionals, contributing to the creation of policies for promoting jobs that foster talent loyalty.

- Work flexibility:** Labour flexibility is becoming the rule, so the challenge is how quickly organisations can offer it. The culture of flexibility is required by moving companies away from on-site work and driving them towards performance. Organisations must therefore measure results and not activity. However, this freedom also places new demands on organisations, especially as regards the fairness that must be offered to workers, regardless of where and when they work.

In Spain, according to the new [Labour Trends Index](#) produced by Microsoft, **57% of respondents give more importance to aspects such as labour flexibility or welfare** in deciding which job to take. At the same time, 86% of workers on the peninsula define themselves as equally or more productive when working in a hybrid format, and productivity has not suffered. With regard to flexibility, it is also important to add that, on the basis of a [report drafted by Randstad](#), **only 68% of Spanish workers have had the possibility of modifying their working hours in order to be able to accommodate a balance** between their work and family obligations in the best possible way, as shown, graphically:

**Figure 2.** Percentage of workers who are able to modify their working hours to balance work and home life



Source: Prepared by the authors, based on data from Randstad Workmonitor. 2020.

- Fighting sexual harassment:** Business owners and managers have a moral obligation to protect their staff against harassment and any other kind of intimidation, and they also have a legal obligation to do so. The trend signals the need to create working environments where people feel safe -especially in situations of sexual harassment in the workplace -and affects all economic sectors, in all countries and people of all levels of income, training and/or career. The challenge is how organisations incorporate prevention and protection measures.



Some **400,000 women admit to having suffered sexual harassment at work in the last twelve months**, according to different studies, among which are [Sexual Harassment at Work in Spain](#), drawn up by the Delegation of the Government against Gender Violence and CCOO. The most common behaviours are sexist jokes (83%), compliments and sexual comments (75%), insinuating gestures or sights (73%) and physical contact (67%). In Catalonia, and more specifically the Equality and Working Time Committee of the Council on Labour Relations, work together to deal effectively with sexual and gender-based harassment in the workplace and make available to businesses and organisations a set of fundamental tools aimed at facilitating the **eradication of harassment** and contributing to **improving health and quality at work**.

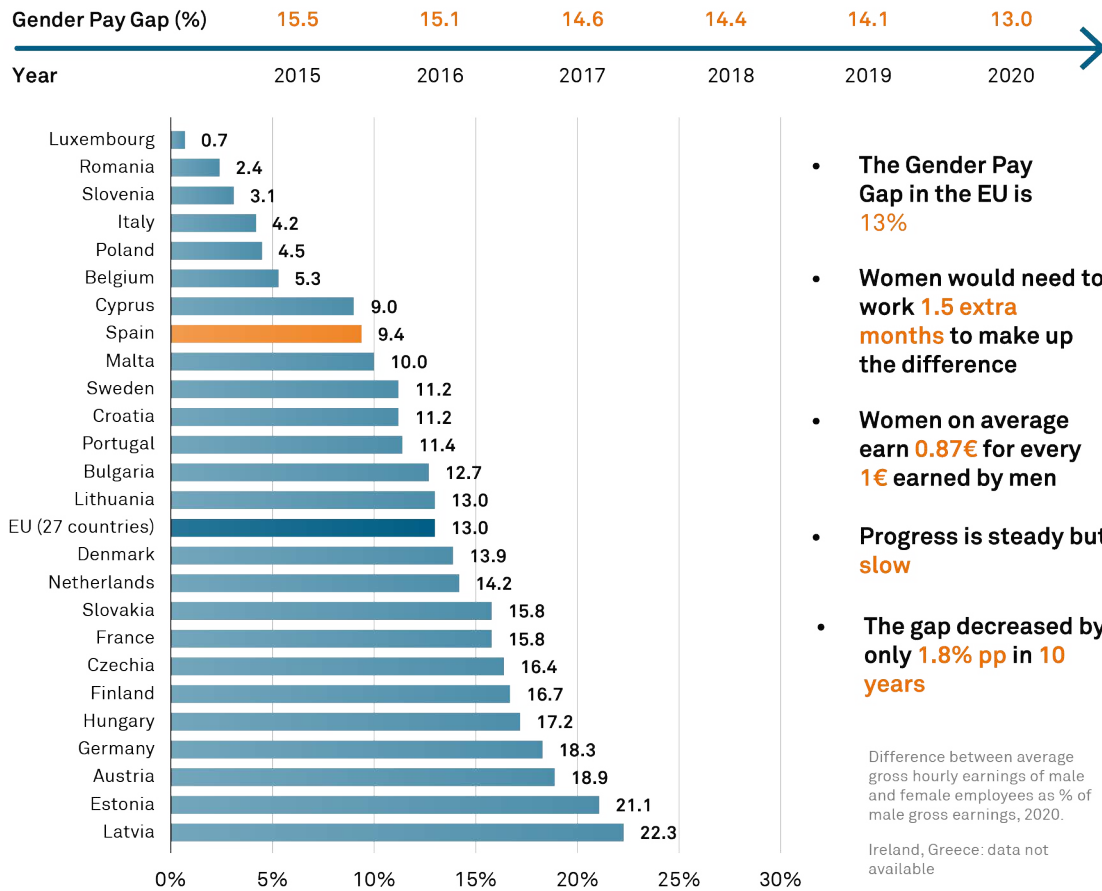
- **Key skills (soft or interpersonal):** They are the sum of skills and attitudes that impact the execution and outcome of the performance of a number of professional tasks. As they are observed in execution, they are difficult to spot in the recruitment process and therefore it is requested that: a) the company carefully detect which skills are really key to each job and b) they must be carried out in a well-defined and complex recruitment process that allows to see the extent to which the person has the skill in question.

According to an article by the [European Labour Authority](#) (2022), there are basically 6 soft competences currently being assessed:

1. **Communication:** includes skills from oral, written and nonverbal communication to empathy, active listening and trust.
  2. **Problem solving:** the use of creative and lateral thinking, observation, negotiation and analysis.
  3. **Leadership:** decision-making capabilities, versatility and project management.
  4. **Teamwork:** the main skills are collaboration, cooperation, active listening and the ability to delegate.
  5. **Ethics in the workplace:** self-motivation, reliability in completing tasks within deadlines, professionalism and discipline.
  6. **Positive activity:** cooperation, enthusiasm, kindness and respect are some of the main associated skills.
- **Pay transparency:** Pay has always been a confidential matter in the workplace. This lack of transparency can lead to a degree of distrust of talent when today it is easy to see the wage information aggregated through LinkedIn or PaySacl. Professionals do not have a satisfactory idea regarding their position within the company, the pay they receive and the pay that other professionals receive in similar positions in other organisations. As a result, it is to be hoped that most professionals believe that they are being paid badly in relation to their position in the labour market, something that creates suspicion, negativity and disaffection. Wage transparency means ensuring that everyone receives fair pay for the work that is done. Furthermore, addressing this issue can contribute to **reducing gender inequalities** in jobs, **boosting confidence** among workers and **strengthening efforts at diversity and inclusion**.

Women in the European Union (EU) continue to earn less than men in the same category of work, and the **average wage gap between both sexes in the EU is 13%**. Wage transparency is one of the measures that the European Commission itself considers essential in ending gender pay prejudices from the outset and allows workers to assert their right to equal pay for the same work. Making the right to equality and non-discrimination based on sex effective on the labour market is not unrelated to gender inequalities, and situations often result in disadvantages for women. However, amongst the inequalities that exist in the labour market, there is more pay, which is recognised as the **gender pay gap**, which is measured as the difference between the average annual gross earnings of men and women expressed as a percentage of the annual gross earnings of men.

Figure 3. Pay difference between men and women per country in the European Union



Source: Prepared by the authors, based on data from Factsheet on the gender pay gap (2022), by the European Commission.

In short, as [Forbes](#) announced, 2022 was the year of business culture. After the pandemic, there is an opportunity to reflect on how **organisations adapt** to new trends in talent management, and it is therefore the perfect time to reimagine the business culture and how it impacts on jobs. Especially because in recent times companies have had difficulty recruiting and retaining talent within organisations. Thus, in this context, a renewed approach to **business culture** can become key in the strategy of talent recruitment and loyalty.

However, it must also be said that creating a business culture and making sure that this becomes an important issue in the business of recruiting, holding and promoting the retention of talent **requires the professional profiles that make it possible**. Of course, the most important thing is that the leadership of the organisation promotes these values and translates them into everyday practice. Although on most occasions, these functions associated with corporate culture management are delegated to the human resources department, which is responsible for defining and monitoring the culture of positive and respectful work.



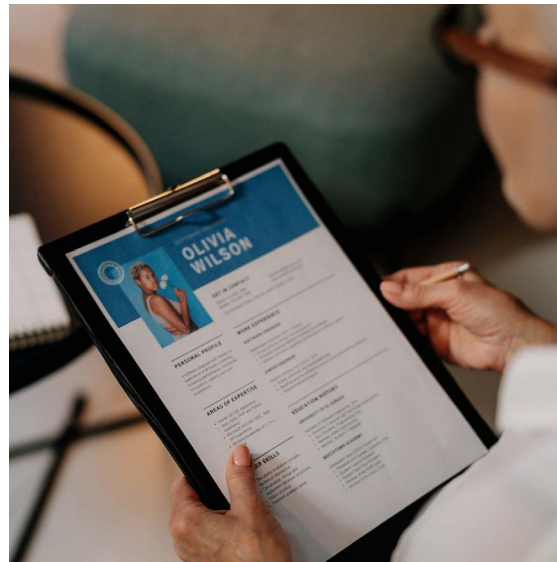
# The impact of business culture on professional profiles dedicated to talent management

Professional profiles associated with talent management need to be aware of trends in the labour market and more so when it is in the process of transformation. Therefore, adopting a new business culture, incorporating the new trends required by talent, involves **a transformation in the requirements and tasks associated with professional profiles** dealing with selection and recruitment processes, as well as the management staff ultimately responsible for corporate culture. Some remarkably professional profiles directly associated with the management of company talent are the following:



**Talent management technician:** they deal with recruiting and retaining talent within the organisation, advising the management of companies in terms of personnel management and recruitment. In view of the latest changes, it is important that professionals working in the human resources department of companies are familiar with new trends in the labour market, especially in order to continue to ensure the competitiveness of organisations in attracting new talent. The new role of this professional in **managing the talent of the organisation** means defining internal promotion guidelines

for analysing jobs to improve the productivity of the workforce; as well as proposing to the management staff a set of measures to improve other increasingly significant factors such as the working climate or the motivation of the company's professionals.



**Headhunter:** the talent hunter or recruiter is the professional who is responsible for selecting staff for a company, according to the indications that it establishes or conducts the ad hoc market study to determine the profile best suited to the vacant job. It is important to mention that headhunting involves looking for candidates, not only among those professionals who are actively looking for work; instead, they invite any profile, regardless of whether or they are currently working or not. Companies engaged in talent search are a resource valued by companies that seek talent with specific characteristics or for projects, taking into account the difficulties in attracting the attention of the best talent and loyalty to the business. They are responsible for finding the right people to take up a job and they pick up the demands of potential candidates for certain jobs or companies.



**Recruitment consultant:** this professional figure increasingly plays a role in providing the information of interest associated with the demands of candidates within the company, in the sense that new methodologies need to be increasingly incorporated to **evaluate skills, qualifications and professional experience** to determine the professional profile suitable for filling a vacancy. Therefore, the professional is responsible for defining psychotechnical tests or knowledge, conducting personal interviews, evaluating attitude, motivation, interest and availability in the workplace, etc. in order to prepare the reports of finalists to present to the organisation. In short, it is the technical position that leads the selection process.



**Training specialist:** in the implementation of a new business culture, this professional designs with the company a training and talent development plan in line with corporate objectives. This will be one of the most widespread measures to raise awareness and awareness among staff around the new business culture established by the organisation, as this is progressively an indispensable requirement for promoting talent retention and loyalty. One of the key elements in the new corporate culture is to encourage all professionals to maintain continuous learning that enriches their contribution to the company. For this reason, the training specialist focuses its work on **analysing the staff's training needs** to design *ad hoc* actions and subsequently, monitor and evaluate the participants' level of satisfaction, the effectiveness of the training plan implemented and the impact on the workplace. Equally, it is also very important that the responsible person generates spaces where professionals have the opportunity to share knowledge, experience and skills. This collaborative exchange encourages all workers at different levels of the organisation and at all stages of their career to grow and develop continuously.



**Job analyst:** a professional dedicated to defining jobs in order to optimise the organisational structure and become more competitive. One of the issues that is currently being rethought and reinvented in order to adapt the professional profiles and skills required to the business strategy of the future, is a new **approach more concerned with performance and results** rather than working physically. It is therefore essential to have in-depth research about jobs and job descriptions, taking into account, among other things, trends in the sector's labour market, in each case. Thus, the role of the job analyst is increasingly important, as organisations realise the importance of recruiting, retaining and loyalising talent, and it is key that these people easily identify their workplace, along with a careful description of the performance and results expected to contribute to the profitability and success of the company.



**Equality officer:** among the new concerns of talent, the question of zero tolerance arises and behind this term, a policy of **prevention and protection against sexual harassment** in the workplace, as well as other types of **intimidation or discrimination**, is strongly demanded. In short, questions involving the creation of safe and free work areas, a challenge in which these professionals have a decisive active role. A professional profile specialised in making a decisive contribution in the field of equal opportunities. They design, coordinate, implement and evaluate gender equality policies within the organisation, while actively participating in the implementation of projects aimed at achieving equal opportunities and gender mainstreaming in all areas of the enterprise.



Having a plan in this field requires this profile within the human resources department to be responsible for monitoring and evaluating the plan, ensuring equal gender opportunities in the labour market, addressing central issues such as: **horizontal segregation** (feminine and masculinised jobs versus equal participation in jobs), **vertical segregation** (the presence of women in positions of responsibility), **work-life balance and co-responsibility policies, permits, prevention and safety measures in the face of harassment, language and communication, wage policy**, among others.

On the other hand, in business management itself, there are some professional profiles that are directly involved in the new processes associated with defining and adopting a new business culture for talent management. All of them will require specific training in order to make the decisions that will be relevant and significant for talent to end up working in the company. Specifically:

- [Business development manager.](#)
- [Internal communication manager.](#)
- [Head of business intelligence.](#)

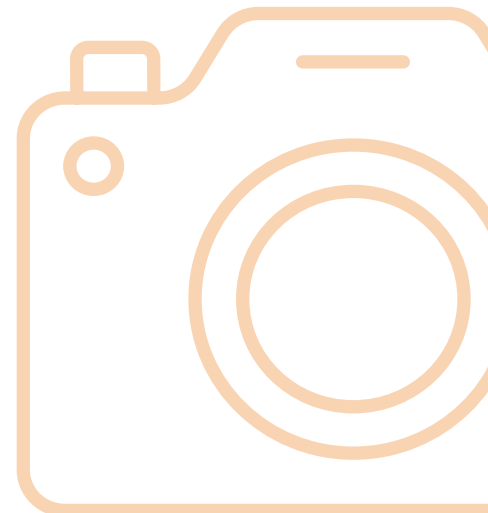
However, it must also be said that creating a business culture and making sure that this becomes an important issue in the business of recruiting, holding and promoting the retention of talent requires the professional profiles that make it possible. Of course, the most important thing is that the **leadership of the organisation** promotes these values and translates them into everyday practice. Although on most occasions, these functions associated with corporate culture management are delegated to the **human resources department**, which is responsible for defining and monitoring the culture of positive and respectful work.

## A focus on talent management

Business culture is now one of the key issues in worker choice for one company or another, but not only is this a question that incorporates in its expectations the new workforce, the workforce of Z generation and millennials, but after the breakdown of the COVID-19 health crisis, **the entire workforce has been invited to requalify and change the order of priorities.** Human resources departments are aware of this reality and talent management is one of the themes that leads to the challenges implied by the competitiveness of organisations and businesses today.

The *2021 PwC Global Culture Survey* report highlights that 67% of people in management positions point to business culture as the most relevant issue for business success, over and above strategy and operability. So much so that more and more companies are **investing a large part of their resources in tools and programmes that encourage the development of culture** among their workers. Rethinking the set of beliefs, values and practices shared by the group of members that make up an organisation serves to guide the course of actions, decisions and activities aimed at achieving the goals. Therefore, it is obvious that business culture impacts on three key aspects of business: **brand image** (that which is perceived from the outside); **workers** (the interactions between them, in the working model and in the leadership style); and finally, **clientele** (the strategies that guide customer or user care to be satisfied).

If a strong and powerful business culture is given a proactive policy capable of encouraging a recruitment and loyalty of talent which is stable in time, the organisation will have the appropriate measures to achieve the necessary competitive advantage.



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