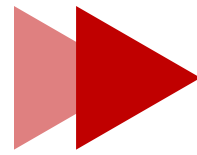


TALENT MANAGEMENT IN TRADITIONAL VS NEW AGE COMPANIES

ROUNDTABLE FACILITATED
BY ISHWA CONSULTING

SUMMARY REPORT



SPEAKERS



Kapil Vardhan
Mensa Brands



Mayank Banerjee
Co-founder
Even Health



Pallavi Shastri
Head HR
Bosch



Pankaj Jathar
VP & Country Head, India
Etsy



Capt (Dr) Pranav Prasoon
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Sanchayan Paul
CHRO
Modenik Lifestyle



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ROUNDTABLE FACILITATED BY
ISHWA CONSULTING

NAVIGATING TALENT TRENDS IN TRADITIONAL AND NEW-AGE BUSINESSES

The roundtable brought together a mosaic of industry leaders, visionaries, and trendsetters to dissect the ever-evolving landscape of talent.

The aim is to unravel the threads of emerging trends, share invaluable experiences, and collectively envision the path forward in navigating the challenges and opportunities in the realm of talent acquisition, development, and retention.

In the realm of talent strategies, traditional companies often anchor themselves in stability, emphasizing hierarchical structures and long-term vision. On the flip side, new-age companies thrive on adaptability, prioritizing innovation and skills over tenure.



The talent market in India is experiencing significant changes, driven by global economic shifts, technological advancements, and evolving workforce expectations

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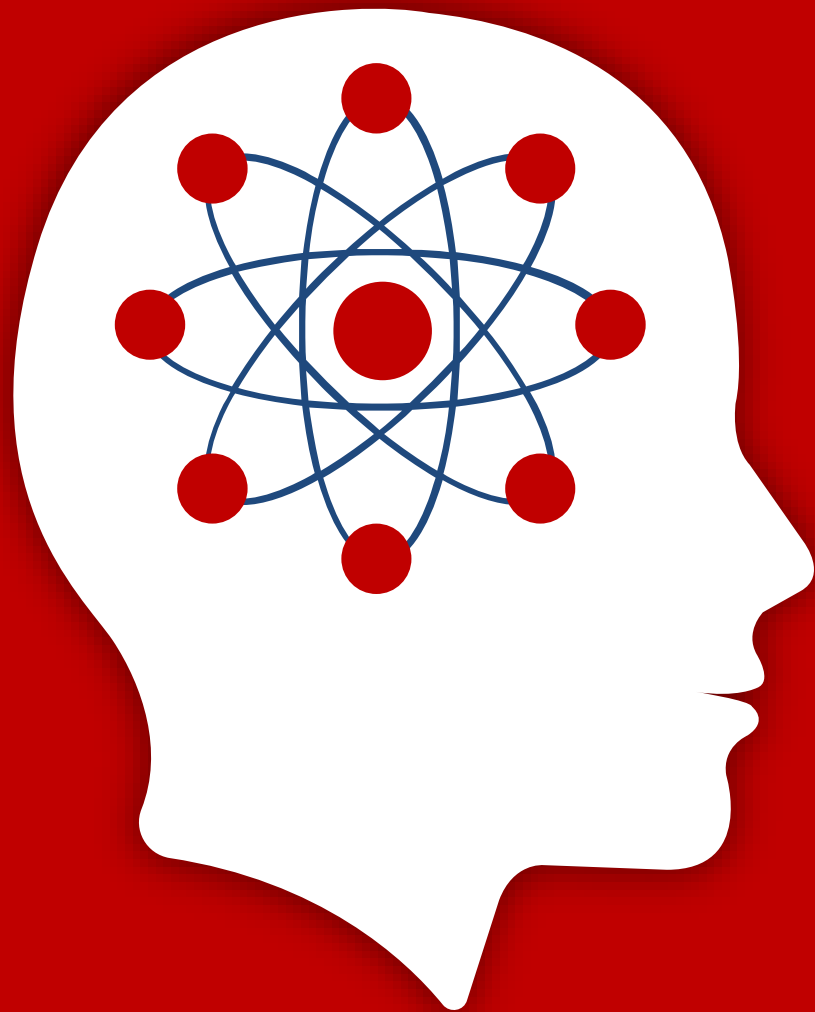
A report by McKinsey & Company estimates that **by 2030, up to 375 million workers (about 14% of the global workforce) may need to switch occupational categories and learn new skills** to adapt to changing job requirements

Capgemini predicts that **digital talent in the global workforce will increase from 32% in 2017 to 52% in 2025**

According to a recent report by Nasscom-Zinnov, **India is projected to face a shortage of 14-19 lakh tech professionals by 2026**

According to a report by the World Economic Forum, the **demand for "higher cognitive skills"** such as creativity, critical thinking, and problem-solving is expected to increase by 20% by 2025. This includes skill-oriented jobs in fields such as data analysis, artificial intelligence, digital marketing, and more

The dynamics of human capital in the workplace are constantly evolving



- Digital Talent
- Remote Working
- Talent Attrition
- Continuous Learning
- Leadership Styles
- Millennials, Gen Z
- Diversity and Inclusion
- Employee Wellbeing
- Purpose Driven Work
- Compensation Models



TALENT APPROACH

How are the talent strategies changing?

*Decoding the human capital management strategies adopted by **traditional vs new age companies***

DIFFERENCE IN TALENT MANAGEMENT APPROACH

TRADITIONAL VS. NEW AGE PLAYERS



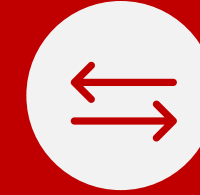
SKILL GAP

Tackling skill gaps presents a multifaceted hurdle in talent management strategies for traditional as well as new age companies



ATTRACT AND ENGAGE TALENT

Traditional companies often rely on their established reputation and legacy to attract talent. New-age companies attract talent by highlighting their dynamic culture and growth opportunities



TALENT MOBILITY

Traditional companies have a structured talent mobility programs, offering exposure to employees across geographies, functions, domains etc. On the other hand, new age companies often resort to short term simulation exercises for employees



LEARNING & DEVELOPMENT

In traditional companies, learning often follows structured, formal paths like workshops or courses. New age companies approach to development is more adaptive and flexible, incorporating online resources, peer learning, and a continuous, self-driven approach



LEADERSHIP STYLE

In traditional companies, leadership tends to be more hierarchical and authoritative. Decision-making is typically centralized. Startup leaders often wear multiple hats, are involved in hands-on decision-making, and may encourage a collaborative atmosphere



COMPENSATION STRUCTURE

Traditional companies typically follow a structure consisting of a fixed base salary, with additional elements such as bonuses, benefits, and retirement plans. New age companies typically include base salary, equity, and unique perks such as remote working, sabbatical etc.



CULTURE

The clarity of 'Purpose' is important. While the traditional companies are altering corporate culture to adapt to current needs, the typical traditional company would have a more formal and structured culture. New-age companies prioritize a dynamic and innovative culture

DIFFERENCE IN TALENT MANAGEMENT APPROACH

TRADITIONAL VS. NEW AGE PLAYERS

Tackling skill gaps presents a multifaceted hurdle for talent attraction and retention strategies

SKILL GAP



With rapid digitization, traditional companies have been struggling to bridge the skill gap. **Attracting digital talent has been the biggest human capital challenge.** Traditional companies often invest in **structured training programs** to bridge skill gaps. Companies prioritize **long-term skill development** aligned with the employee's career path.

Skill gaps in new age companies often revolve around emerging technologies, evolving digital literacy, and the need for adaptable, **innovative mindsets** to match the rapidly changing landscape. Startups often foster a **culture of continuous learning**, encouraging employees to stay updated on the latest industry trends and technologies to close skill gaps.

ATTRACT AND ENGAGE TALENT



Traditional companies often rely on their **established brand reputation and legacy** to attract talent. **Longevity and stability** is appealing to candidates seeking a secure and reputable employer. Other factors attracting talent are **structured career paths** and **comprehensive benefits** including traditional perks like healthcare, retirement plans etc.

New-age companies attract talent by highlighting their **innovative and dynamic culture**. Further, offering **equity or stock options** is a common strategy in startups and new-age companies. New-age companies often recognize the importance of a **healthy work environment** and may offer remote work options.



The startups do not have time or capacity to upskill or develop the inhouse talent. To bridge the skill gap we have taken up short term training programs, placed our talent with colleges for short term courses.

Smaller companies would typically need to get talent from outside, either from the industry biggies or from competitors.

Sanchayan Paul - Modenik Lifestyle



In my current organization, we hire from tier 2 institutions, this talent is very hard working and capable.

Our way of working is different. A large part of the team works remotely and meets periodically. This is working for us. Some functions such as operations and sales team work from office.

Compensation is not the only determinant for Gen Zs, they need work life balance and also interesting work.

Pankaj Jathar - Etsy



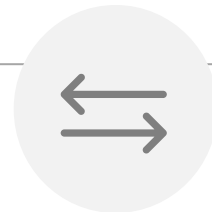
Collins Aerospace has adopted 'Digital Careers' program to attract and retain digital talent. Starting from the initial screening phase, we are trying to innovate. Further we also give diverse opportunities within the organizations to retain talent. Sabbaticals are also introduced.

Sanjukta Sarkar - Collins Aerospace

DIFFERENCE IN TALENT MANAGEMENT APPROACH

TRADITIONAL VS. NEW AGE PLAYERS

TALENT MOBILITY



Traditional companies have a **well structured talent mobility programs**, offering exposure to employees across geographies, functions, domains etc.

New age companies can not afford to pull out employees from one job to another as there is often a pressure to execute quickly and capacity is limited.

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Bosch offers people move across geographies, functions, domains etc. as part of leadership development programs.

Pallavi Shastri - Bosch

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Collins offers employees opportunities in different geographies. ~150 people are sent on secondment every year.

Sanjukta Sarkar - Collins Aerospace

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In Mensa we do not have scale or bandwidth to offer an organized and long term mobility programs, we offer simulation exercises like one day in a life of a platform engineer.

Kapil Vardhan - Mensa Brands

LEARNING AND DEVELOPMENT



In traditional companies, learning often follows **structured, formal paths** like workshops or courses

New age companies approach to training and development is **more adaptive and flexible**, incorporating online resources, peer learning, and a continuous, self-driven approach.

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We offer short term training opportunities to our employees through external collaborations with players such as Kraftshala, which offers courses such as 3-6 months digital marketing programs.

Kapil Vardhan - Mensa Brands

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New digital hires help create a training modules to train existing inhouse talent. We do a lot of industry academia collaborations to upskill talent.

Leadership Development programs include 6-8 months classroom programs, coaching, project exposure and before-after assessments.

We are also connecting different generations together so that we get to know the differences, what is important for them and pivot our culture to enable coexistence efficiently.

Sanjukta Sarkar - Collins Aerospace

DIFFERENCE IN TALENT MANAGEMENT APPROACH

TRADITIONAL VS. NEW AGE PLAYERS

LEADERSHIP STYLE



In traditional companies, leadership tends to be more **hierarchical and authoritative**. **Decision-making is typically centralized**, flowing from top management down to lower levels. Leadership positions are well-defined, and there's a **focus on stability and consistency**. In the current market environment, when young digital talent is coming in huge volumes, leaders in traditional companies are also transforming to be more flexible, creative, and responsive to change.

Startup leadership, on the other hand, is characterized by a more **dynamic and agile style**. Startup leaders often **wear multiple hats**, are involved in hands-on decision-making, and may encourage a **collaborative** atmosphere. The culture is often less formal, with an emphasis on innovation, adaptability, and a willingness to take risks.



Leadership style is very different in both the setups. Startup leaders spend a lot and quality time with the human capital in their organization.

Having worked both in traditional as well as startup, leadership development and leadership styles have been different. 'I don't know' and 'Know it all'. Till sometime back traditional leaders were still stuck on 'Know it all', times are changing now. It is important to innovate and be flexible to operate in the changing market conditions.

Kapil Vardhan - Mensa Brands

COMPENSATION STRUCTURE



Traditional companies typically follow a compensation structure that consists of a **fixed base salary**, with additional components such as **bonuses, benefits, and retirement plans**. The focus is on **stability and predictability**, offering employees a reliable income. Bonuses are tied to individual/company performance. **Benefits** include healthcare, retirement contributions etc.

New age companies typically include a **combination of base salary, equity, and additional perks** to attract and retain talent. While base salaries might be competitive, the allure of **equity** offers employees a stake in the company's success. Additionally, startups may offer **unique perks** like flexible work schedules, a vibrant office culture, and opportunities for rapid career growth



There has been drastic change in compensation structures. ESOPs are now common. Employees are now able to unlock value out of ESOPs therefore its is now been widely acceptable.

Rohit MA - PeerCapital



In traditional organizations also there is change in rewards. Now people, especially younger lot, look at quality of life along with compensation. Companies are now focused on 'Total Rewards'

Pallavi Shastri - Bosch

DIFFERENCE IN TALENT MANAGEMENT APPROACH

TRADITIONAL VS. NEW AGE PLAYERS



CLARITY OF 'PURPOSE'



The core is the 'Purpose'.

The shift in talent from a traditional company to a new age company, the connecting dot is the 'Purpose'. The company should be transparent and clear on the 'Purpose' and that is what attracts and retains talent.

Capt. (Dr) Pranav Prason Thakur - Trukker

CULTURE



While the traditional companies are altering corporate culture to adapt to the current needs, especially to deal with millennials and digital talent, the typical traditional company would often have a more **formal and structured culture**. **Hierarchy is well-defined, and decision-making is typically top-down**. The emphasis may be on **stability**, following established procedures, and adhering to a set corporate culture. **Loyalty and longevity** are often valued, and there might be a more **conservative approach to risk-taking**

New-age companies, especially startups and tech firms, prioritize a **dynamic and innovative culture**. There's an emphasis on **flexibility, collaboration, and a flat organizational structure**. **Decision-making can be decentralized**, and employees are encouraged to contribute ideas regardless of their position. These companies often foster a **more casual and creative work environment**, with a focus on adaptability, rapid iteration, and a **willingness to take risks**.



In the new age companies the approach we now take is the '**Systems Thinking**' approach. An individuals need to problem solve as a individual and also look for a root cause if anything goes wrong.

In my current organization the way of working is different. A large part of the team works remotely and meets periodically. This is working for us. Some functions such as core operations and sales team work from office.

Compensation is not the only determinant for Gen Zs, they need work life balance and also interesting work.

Pankaj Jathar - Etsy



Being part of the healthcare company, it has been difficult to attract traditional talent, such as doctors, in a startup like ours. With time they have realized the value in this business.

We are being flexible in terms of how we created our culture, like we were initially planning a 'no title' culture, that is something we had to change later.

However there have been areas we were sure we will not change, like open salaries and no negotiation policy.

Mayank Banerjee - Even Health

PARTICIPANT ORGANIZATIONS



FACILITATOR AND MODERATOR



Thank You



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WHERE PEOPLE MATTER

Do drop us an email or call us if you want to hear more about how we can help you with your leadership needs

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