

Human Resources Management In Context

**Lecture Title :-
Talent Acquisition and Workforce Planning**



Lecturer: Nathalie Xuereb Saydon

Date: 28th May 2025

**Masters in
Human Resources Management**

Learning Objectives

- Evaluate strategic talent acquisition and workforce planning processes
- Analyze the recruitment and selection lifecycle and how it aligns with organisational goals
- Critically assess employer branding as a tool for attracting top talent
- Apply theoretical and practical approaches to talent acquisition in various organisational contexts



Group discussion

What is the difference between talent acquisition and recruitment?



Talent Acquisition VS Recruitment

“Talent acquisition is a strategic approach to identifying, attracting, and onboarding top talent to efficiently and effectively meet dynamic business needs”(Phillips and Gully, 2015)

Key Themes:

- Long-term, strategic focus
- Alignment with organizational goals
- Emphasis on top/critical talent



Talent Acquisition VS Recruitment

“Recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees.” (Breaugh & Starke, 2000)

- **Key Themes:**
- Process-oriented
- Focus on generating candidate pools
- Often tied to filling specific roles in the short or medium term



Group discussion

Why does the distinction between Talent Acquisition vs Recruitment matter for business strategy?



Workforce Planning Frameworks

- Supply/Demand Gap Analysis.
- Scenario Planning
- Succession Planning

Supply/ Demand Gap Analysis

This framework identifies the *difference between the current workforce (supply) and the future workforce requirements (demand)* over a defined time horizon

- **Supply analysis** (What internal talent do we currently have?)
- **Demand forecasting** (How many people and what skills will we need in the future?)
- **Gap analysis** (identify difference between what is currently available and what will be needed)

Group discussion – Gap Analysis

A gap analysis can highlight the following:-

Skill gaps - (not enough people with needed skills)

Headcount gaps - (not enough people,)

Location gaps - (talent not where it's needed)

Leadership pipeline gaps - (e.g., no successors identified)

What actions would you take to address these gaps?



Group Exercise – Supply Demand Gap Analysis

Split into 2 or 3 groups and discuss the following questions:-

“What challenges might you face in accurately forecasting talent demand?”

“Which is harder to estimate: supply or demand? Why?”

“Can you think of industries where supply/demand mismatches have caused serious strategic issues?”



Scenario Planning

Scenario planning is an approach that businesses employ to evaluate potential future events in order to create successful and relevant long-term plans.

Purpose in Workforce Planning:

- Anticipate shifts in labor demand due to technology, regulation, competition, or global trends
- Test the robustness of talent strategies
- Prepare for “what if” situations (e.g., sudden market growth, a recession, or supply chain disruption)
- Assists HR professionals in developing talent plans that are adaptable and resilient to a variety of business scenarios.



Succession Planning

Succession planning is a methodical process that involves identifying and developing internal talent to fill key leadership or important roles over time. It ensures continuity and reduces interruption due to turnover or leadership changes.

Purpose in Workforce Planning:

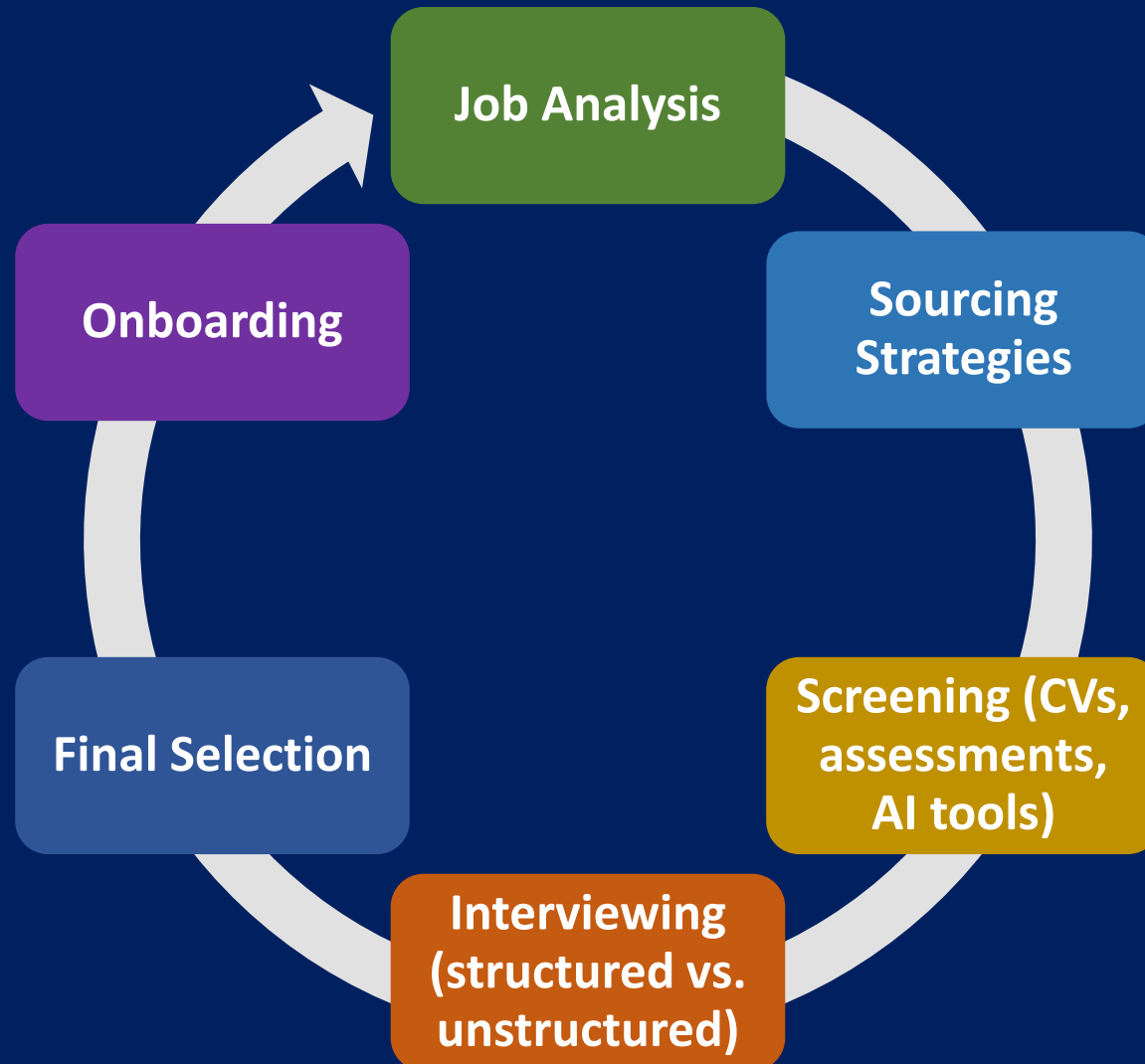
- Reduce risk from sudden leadership vacancies
- Retain high-potential talent through development pathways
- Maintain business continuity and institutional knowledge



Scenario VS Succession Planning

Feature	Scenario Planning	Succession Planning
Focus	External uncertainty, long-term strategy	Internal continuity, leadership readiness
Time Horizon	3–10+ years	1–5 years
Key Output	Multiple talent strategies per scenario	Talent pipeline and development plans
Theoretical Base	Strategic foresight, PESTLE, Shell Model	Talent identification, Nine-Box, Pipeline Model
Main Risk Addressed	Volatility in external environment	Talent vacuum or leadership gaps

Recruitment & Selection Lifecycle



“Which of these lifecycle stages do you think most impacts long-term performance? Why?”



**Masters in
Human Resources Management**

Employer Branding As A Talent Tool

Employer branding refers to a company's reputation as an employer, as well as the perceptions of the firm held by its employees and potential candidates. A company with a strong employer brand is perceived as a desirable place to work, making it easier to recruit competent candidates.

Internal Branding : Culture, employee engagement, onboarding, career development.

External Branding: Recruitment campaigns, employer review sites, social media



Talent Acquisition Theoretical Frameworks

Resource-Based View (RBV):

Talent as a strategic resource — valuable, rare, inimitable.

Employer brand as a unique resource that drives sustained competitive advantage.

Psychological Contract Theory:

Expectations between employer and employee (explicit and implicit).

Employer branding shapes the psychological contract before hiring.

Person–Organisation Fit:

Cultural alignment and its role in retention.

Misalignment and employer brand dissonance → turnover risk.



Practical Approaches For Talent Acquisition

AI in Recruitment:

Resume screening, bias detection, video interviews (e.g., HireVue).

Inclusive Hiring Strategies:

Employer brand impact on DEI (Diversity, Equity, and Inclusion).

Use of inclusive language, outreach to diverse pipelines.

Global vs. Local Recruitment Strategies:

How employer branding and hiring tactics shift based on cultural/geographical context. Example: How McKinsey recruits in the U.S. vs. India.

Startups vs. MNCs; Public vs. Private:

Startups: agility, culture-first, equity stakes.

MNCs: structured pathways, global branding consistency.

Public sector: stability, purpose-driven messaging.



Laszlo Bock on Google's Approach to HR

<https://www.youtube.com/watch?v=XGw9iARGirQ>



Group Exercise

Use worksheet provided to discuss video clip and answer the follow up questions.





**Masters in
Human Resources Management**