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**APPLICATION OF DEVELOP DEPLOY CONNECT MODEL IN
MANAGING TALENT IN THE INSURANCE SECTOR**

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ABSTRACT

Purpose: The Develop Deploy Connect Model is an overall timeline structure that focuses on every stage from acquiring competent talent until how it leads to employee retention. The main objective of this model is to enhance and improve the productivity of the available human capital and promote career development of employees. This model can be used by HR professionals who are passionate about the development of their firm's workforce, educators, trainers, project managers, leads and consultants. The goal of this study to discuss the importance of education and skills on performance of insurance sector. The purpose of this work is to application of develop deploy connect model in managing talent and make recommendations for the insurance sector.

Methodology: A desktop literature review was used for this purpose. Relevant journal articles for the study were identified using Google Scholar. The inclusion criteria entailed papers that were not over a decade old.

Findings: From the review, organizations that employ strategic training through skills development among staff, in accordance with job requirements, enhance employee participation to higher grade. It was found that offering induction training, on job training, mentorship training and career development has a significant influence on the employee retention in an organization. In light of this, application of the develop-deploy-connect model enhance and improve the productivity of the available human capital and promote career development of employees.

Unique contribution to theory, practice and policy: The study recommended that the Hr managers should also capitalize on sourcing and recruiting or holding onto the appropriate skills and capabilities, according to business needs. Additionally, they should engage Motivating and developing the talented personnel to match business requirements for higher levels of job satisfaction. Moreover, deploying and managing talents to match skills and experience with organizational may go a long way in enhancing organizational performance. the study further recommends that training programs should be undertaken after a systematic needs analysis, that emphasis should be placed on training programs for all employees, that the training programs improved employee knowledge skills and attitudes and that there should be a continuous review of training programs and activities to meet the changing needs of the market.

Keywords: *Develop Deploy Connect Model, Managing Talent, Insurance Sector.*

INTRODUCTION

Talent Management is an important element of any organization's quest to maximize performance and profitability. Organizations that seek to establish long-term strategies with their employees have seen it wise to implement the talent management model which includes the functions of talent identification, talent development, talent deployment, and talent connection simultaneously (Ganaie & Haque, 2017). According to Hsiao (2016), the Develop Deploy Connect Model is one of the most important methodologies in Human Capital Development and Talent Management. It is usually implemented after talent acquisition, then the overall capabilities and competencies of employees are developed, deployed and lastly high-quality connections are built so that employees can maximize their performance. The Develop Deploy Connect Model is an overall timeline structure that focuses on every stage from acquiring competent talent until how it leads to employee retention. The main objective of this model is to enhance and improve the productivity of the available human capital and promote career development of employees. This model can be used by HR professionals who are passionate about the development of their firm's workforce, educators, trainers, project managers, leads and consultants (Mary, Enyinna & Ezinne, 2017).

Fagerholm, Guinea, Mäenpää and Münch (2017) indicated that an effective talent management model enables HR professionals to understand the relationship between capabilities, alignment, commitment and organizational performance. It was noted that the end result of an effective model is positive employee performance and the overall productivity of the organization improves. Under the recent industrial revolution in technology, insurance companies have met the increasing challenge to fulfill the demands of markets and remain competitive against their competitors in the market. In order to respond to these challenges, many insurance companies have opted to invest their resources in talent management models that will enable their employees improve organizational performance.

To survive in the knowledge based economy over the long run, insurance firms must become focused and be capable of managing employees as their most critical resources. Hence, their workers now require more education and skills than ever before, as positions have become more knowledge based and information intensive. With the insurance business going global and because of cut throat competition, there is a need to develop and deploy people who can articulate the passion and vision of the organization and make teams with the energy to perform at much higher levels (Krishnan & Scullion, 2017). It is the responsibility of the top management to ensure that there is right quantity and quality of people within an organization to meet their current and future business priorities. All the stages of selection, training and development, succession and performance management are equally critical (Gallardo-Gallardo, Thunnissen & Scullion, 2020).

LITERATURE REVIEW

The Develop-Deploy-Connect Model

According to Deloitte(2004) the Develop-Deploy-Connect model should be at the core of an organizations talent strategy. By focusing on these three elements, organizations can generate

capability, commitment and alignment in key workforce segments, which in turn improve business performance. When this happens, the attraction and retention of skilled talent largely takes care of itself.

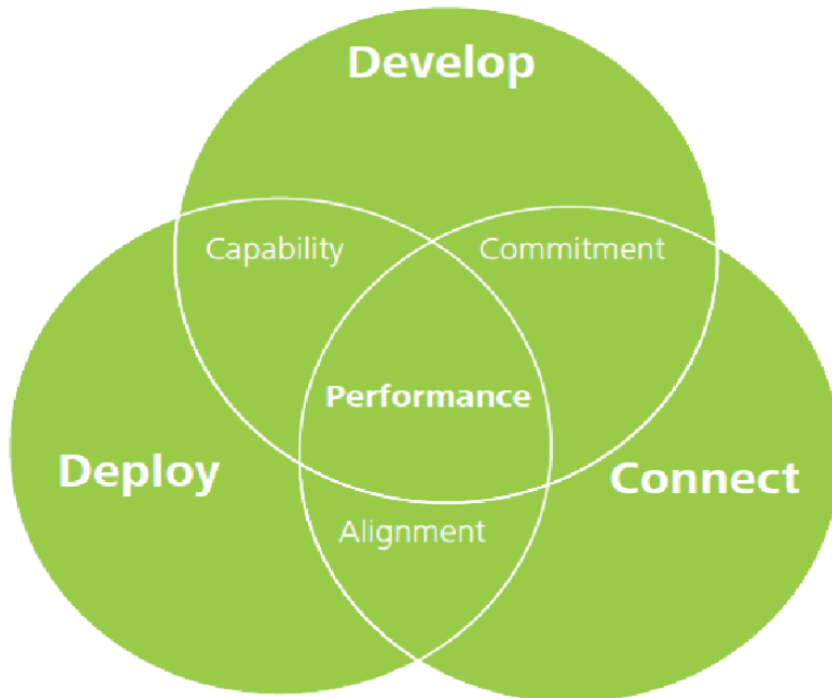


Figure 1: The Develop-Deploy-Connect Model (Source: Deloitte Research, 2004)

Develop Deploy Connect Model in Managing Talent

A study by Hedayati Mehdiabadi and Li (2016) in Europe revealed that the digitizing of industries by use of Internet of Things (IoT) technologies has had a potentially significant impact on the creation of jobs and growth. As a result, HR professionals have been forced to search for skilled human capital who are capable to perform the various tasks and provide quality services. Further, to improve the productivity of their employees and the overall performance of the organization, the management has prioritized talent management as part of the business goals and strategies objectives. Insurance industries that have been greatly hit by digitization have implemented the Develop Deploy Connect Model so as to develop the talents identified among their employees, consistently train their employees on skills that can help them adapt to changes in technology and connect with their employees through the various practices of employee engagement.

According to Rezaei (2018), it is expensive to develop all talent internally; rather than developing everyone internally, companies can hire from outside. Thus, the solution is to either make or buy; that is to train some people and to hire the experienced skills from the external market. “Making” an employee means hiring a person who doesn’t have all the needed skills but who can be trained to develop them. The “buy” decision means hiring an employee required to

perform a job who has necessary skills and experience. Rezaei further argues that the major aspects of talent management include: performance management, leadership development, workforce planning and recruiting. Besides, make or buy decision, another important principle that works well in talent management is to run smaller batch size. Thus, rather than sending employees for long training programs, they can be sent to short programs more frequently. With this approach managers don't have to make training decision far in advance, thus ensuring that employees are trained on the skills they'll actually use.

As per the study by Soosay and Winroth (2016) in Swedish life insurance firms, employee development is nothing but identifying, realising and guiding untapped potential in people. It means nurturing and developing the people identified having ability and potential and it should form part of any organisations recruitment and retention strategy. It involves individual and organisational development in response to changing and complex operational environment. It includes training, the creation and maintenance of supportive and people oriented organisation culture.

De Vos and Cambré (2017) avers that in develop-deploy-connect practice, Organization career management (OCM) as a way of employee development is a term usually employed to cover the various policies and practices deliberately established by organizations to develop their employees. He further argues that it encompasses assessment of employee abilities and potential, determination of logical paths of progression, efforts directing individual career interests compatible with organization's future/current human resource needs. It entails procedures taken by organizations to help promote career development, including mentoring programmes, succession planning, job posting, individual counseling and external training.

A survey titled 'Critical success factors' by Natalie et al (2017) conducted on career development in best practice organizations, shows that best-practice organizations are willing to invest in the employee career development process to back up their vision of a career resilient workforce that is committed to the organization's success. IBM, for example, invested \$1 million to get the Career Vitality Centre (now called Career Net) in operation in January 1997 to bring together virtually all the vital services and information employees needed for assistance in career management such as self-assessment tools; career counseling; workshops; library of books; audios; videos; job news and competency pro-files. In the same year, the firm invested \$22 million in employee development, \$12 million being on training alone (Natalie et al 2017).

Kong, Okumus and Bu (2020) argues that the responsibility for career development rests with three parties namely, the individual, the manager and the organization. The primary onus is however on the individual. The individual needs to take responsibility for his or her own development. The manager needs to be supportive and to provide coaching in terms of identifying the right gap and how it may be closed. The organization should be responsible for creating an environment where learning and continuous learning is valued. From a financial sense, this implies providing support as warranted, and from an organizational sense, making sure that there is sufficient flexibility in the system that employees have adequate time for it. Additionally, the organization provide the necessary tools and incentive.

Fletcher, Alfes and Robinson (2018) did a research on the influence of employee development on employee job connection in food production firms in Ghana. The findings indicated that today's younger workers have absolutely no intention of sticking in a job if they do not feel like they are learning, growing and being valued in a job. It was also found that lack of training opportunities and that of mentors in the workplace are the two biggest reasons why young workers leave employers. According to the research, organizations need to recognize that young workers are very mobile, and want a personal and clearly articulated career path. With their social media skills and easy access to job postings on the Web, young workers do not find it difficult at all to land new opportunities, mostly for money. The study also revealed that the reason for exit at times is because the job does not live to the expectation they had. More often than not, they realize they are not getting personal attention, the mentoring, the coaching, and the training they anticipated.

In Taiwan, study by Fong, Yeh and Jaw (2020) on employee development and job satisfaction and retention showed that dissatisfaction with some employee development efforts appears to fuel many early exits. In this study where young managers were asked what their employers did to help them grow in their jobs and what they liked their employers to do, large gaps were observed. The workers reported that the employers generally satisfied their needs for on-the-job development and that they valued the opportunities, which included high-visibility positions and significant increases in responsibility. But they were not getting much in the way of formal development such as training, mentoring and coaching – things they also value highly.

According to Bambacas (2018) in a study titled 'Organizational handling of careers influences managers' organizational commitment', the levels of affective and normative commitment improved when organizations provided continuous learning to managers. This was the case for career management both by the individual and by the organization. In particular, normative commitment was strongest for those who valued the continuous learning they received while managing their own careers. For the group of managers who experienced organizational career development, the opposite was the case. Continuous learning provided by the organization improved their levels of affective commitment. Organizations must therefore understand the needs of their staff so that they provide career management practices that are valued and can enhance their levels of affective and normative commitment.

A closely related work by Friday and Sunday (2019) in Nigerian life insurance firms indicates that the develop, deploy and connect model benefits both the individual employee and organization, i.e., the individual, team and corporate performance are improved through it; it increases levels of competency, it enhances skills, increases job satisfaction, it promotes career progression, it improves multi-skilling, increases employee commitment, it helps manage changes, helps develop positive organisational culture, equip managers to lead, manage and develop their subordinates, provides higher levels of service to customer and increase employee engagement. It also makes employee become „emotionally attached to and engaged with the organization.

Ambrosius (2018) states that through develop, deploy and connect model, when training is linked with job, firms can become firm of choice. Firm of choice is that firm people want to

work for and stay with are such organisation that is able to meet the need of their employees. Development through training is an important component of HRM practices and enhances the human capital level in the organisation and foster employee engagement (Dessler, 2017). Hence, for any organisation to succeed; there is the need for such to have a develop, deploy and connect practice in place to improve the knowledge, skills, abilities and competencies of the employee to increase and increase the level of employee engagement and enhance organizational performance. Firms that embraces employee development program have always experience lower employee turnover and higher employee job satisfaction, job commitment and employee engagement (Torrington, Hall, Taylor, & Atkinson, 2017).

According to Johennesse and Chou (2017) in the develop, deploy and connect model, employee raining method is determined by the results of training need analysis. Training need analysis helps to design training program which is about deciding on the actual contents as well method of training delivery. There are various methods which are interrelated. These methods are: on-the-job-training (types include coaching or understudy, job rotation, special assignments, committees), apprenticeship training, informal learning, job instruction training, lectures, programme learning, audiovisual based training, simulated training, computer-based training, simulated training, computer-based training, internet-based training and distance training. Noe, Hollenbeck, Gerhart and Wright (2016) indicated that employee development can be categorized into presentation methods, hands-on methods and group-building methods. Presentation methods are methods that allow trainees to receive information provided by others, while hands-on methods are such that trainees are actively involved in trying out skills. The group-building methods are such methods that makes trainees to be involved in share of ideas and experiences, build group identities, and learn about interpersonal relationships and the group. All these methods ensure that employees gain adequate skills and are suitable for retention in an organization.

Empirical research by Cherif (2020). on the effect of employee development on organizational development among Saudi service industries showed that training offered to employees may help them reduce their anxiety or frustration, brought on by work demands that they are not familiar with and are lacking the skills to handle influencively. Cherif propose that training may be used as a tool to increase job satisfaction and job connection. Similarly, Tsai et al. (2017) found that employees committed to learning showed a higher level of job satisfaction, with a positive influence on their performance. Job satisfaction has been defined as pleasurable or positive emotional state, resulting from an appraisal of one's job or job experiences. In Kenya, study by Katua et al, (2019) on employee development and organizational performance in NSE listed firms showed that the strategic training, in line with Ability, Motivation, Opportunity Theory (AMO Theory), enhance employees competency in the workplace.

Ability, Motivation, Opportunity Theory (AMO Theory)

Ability, Motivation and Opportunity, (AMO) theory from (Appelbaum et al., 2000) cited by (Katua et al, 2014) proposed HRM-performance framework and argues that organizational performance is best served by employees who have the ability to do the work, possessed the necessary skills and knowledge to work and who had the opportunity to arrange their skills in

doing their work. But Musah (2008), viewed performance as a function of Ability Motivation plus Opportunity (AMO). The philosophy of the AMO theory is that there was no specific list of HR practices that may influence performance. Instead, the whole process depended on HR architecture that covered policies designed to develop and deploy human capital that influenced employee behaviour. HRM polices that were required in order to turn AMO into action were usually considered to be recruitment and selection, training and development of career opportunities which are linked to ability and skill. The theory therefore implies that specific personal performance is hinged on ownership of requisite capabilities, skills and high innate impetus. It is important for organizations to implement the Human Resource Management practices that promote extraordinary abilities and skills such as strategic recruitment and selection, they should invest in strategic instructional practices; motivational practices like employee involvement and performance related pay or compensation. According to Kellner, Cafferkey and Townsend, (2019), a well developed workforce can help develop an organization's sustainable core competencies which eventually increase their performance.

In the context of this study, an insurance industry workforce that is well trained and committed to a given firm may perform well and may opt to remain working for the firm as long as possible. In implementing AMO policies, Bulabu (2019) argues that the discretionary behaviour i.e. making the right choices about how to do a job, such as speed, care, innovation, style and organizational citizenship behaviour (OCB) lies at the heart of the employee development and they are strongly connected to employee performance. Ability, Motivation and Opportunity (AMO) policies are argued to develop attitudes and feelings of satisfaction, commitment and motivation in most employees since these translate into great performance (Wong & Fynes, 2020). This theory also claims that people will perform if they possess the essential knowledge skills as well as qualifications to perform the task. The AMO theory has not been devoid of criticisms; its treatment of HR practices that allows for enhanced employee performance seems both theoretically defensible and empirically successful. According to Sibian and Ispas, (2021). motivation and opportunity oriented bundles of HR practices are positively related to commitment and negatively related to turnover. For example strategic training to equip staff may enhance commitment to work but at the same time the trained employees could find greener pastures elsewhere and leave the organization. For instance, training programs principally may be targeted at developing the requisite skill base, but may also communicate a commitment to the employee that elicits motivation as well, which translates into employee performance (Ahmad, 2019).

Conclusion

The above review shows that organizations employed strategic training through developed skills of staff in accordance with job requirements, trainings to enhance quality and standards of product and services, the organizations offered training to enhance employee participation to higher grade. It was concluded that offering induction training, on job training, mentorship training and career development has a significant influence on the employee retention in an organization. In light of this, application of the develop-deploy-connect model enhance and improve the productivity of the available human capital and promote career development of

employees. It was also concluded that in develop-deploy-connect practice, Organization career management (OCM) as a way of employee development is a term usually employed to cover the various policies and practices deliberately established by organizations to develop their employees. It encompasses assessment of employee abilities and potential, determination of logical paths of progression, efforts directing individual career interests compatible with organization's future/current human resource needs. It entails procedures taken by organizations to help promote career development, including mentoring programmes, succession planning, job posting, individual counseling and external training.

Recommendations

Based on the insights from the literature review, the human resource managers in the insurance firms should establish an optimal long-term strategy for attracting, developing, connecting and deploying the workforce. The Hr managers should also capitalize on sourcing and recruiting or holding onto the appropriate skills and capabilities, according to business needs. Additionally, they should engage Motivating and developing the talented personnel to match business requirements for higher levels of job satisfaction. Moreover, deploying and managing talents to match skills and experience with organizational may go a long way in enhancing organizational performance. the study further recommends that training programs should be undertaken after a systematic needs analysis, that emphasis should be placed on training programs for all employees, that the training programs improved employee knowledge skills and attitudes and that there should be a continuous review of training programs and activities to meet the changing needs of the market. Similarly, organizations should offer employee training based on long term needs of the employee and that they should undertake evaluation programs to help understand the relevance of their training programs.

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