

# **GOOD PRACTICE**

# **TALENT MANAGEMENT**






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Title	
<b>InDenova: Successful talent management</b> <ul style="list-style-type: none"> <li>→ We believe in what we create</li> <li>→ Everything that happens at work is a job issue</li> </ul>	 
Location / geographic coverage	
Example of good practice on talent management of an ICT small-sized company of Valencia, Spain.	
Summary	
<p><b>InDenova:</b> ICT (Information and Communications Technology) Spanish company, specialized in solutions and advanced developments of electronic signature and BPM, (Business Process Management) security, digital certificates applied to eGovernment, eBusiness and eCommerce.</p> <p>The most accurate word to define the style of talent management is RESPECT. This is the most important value in the company and persons in charge demand it to all workers.</p> <p>Respect is the basis to manage a diverse staff and get a positive work environment. <b>And what kind of respect?</b></p> <ul style="list-style-type: none"> <li>→ Respect to all the people (managers, coordinators, internship students, cleaning service...).</li> <li>→ Respect for the creed, the gender or the sexual preference.</li> <li>→ Respect a job well done</li> <li>→ Respect for their clients</li> <li>→ Respect to the mentor</li> </ul>  <p>RESPECT is essential and the origin of comradeship, honesty, integrity, transparency, trust, loyalty or good mood, some of the most important features that describe a positive working environment.</p> <p>InDenova supports the value, the importance of the person because people made the company, they are the best ambassadors, they promote, reinforce and change InDenova brand. One of management's successes is the staff involvement on the creation of the work environment, some examples: "Inde kids" it's a new word used for the staff's children who were born in a period when their father or mother was a worker of InDenova.</p> <p>Multicultural brunch: The diversity of the staff is one of the features of this small-sized company. So, one day when one of the workers started the "Ramadan" (first Muslim in the company) no one was surprised. This worker showed all the colleagues the importance of this cultural practice and he finished this period with a typical brunch in the office, as the same way he would have celebrated it with their family (tea, cake...). This good experience now is repeated every year. Now, it is a tradition to make a typical brunch when a new colleague arrives to InDenova (from another country or culture).</p>	
Type of the good practice	
It's a way of doing talent management in a small sized company because is part of the company culture, imbuing everything, it's part of their values; even if it is not envisaged in any plan.	
Stakeholders and partners	
<p>Target group: InDenova workers and their clients.</p> <p>Users: InDenova workers and their clients.</p> <p>All InDenova company is involved in this good practice; we could say they are creators and renovators of this kind of talent management. All the staff's company is important for the company,</p>	

the company is the people who are involved in, they create InDenova brand.
<b>Issue / challenge and goals / assumptions</b>
<ul style="list-style-type: none"> <li>→ <u>Issue</u>: Promoting a positive work environment from the basis of respect value.</li> <li>→ <u>Origin</u>: A small sized company, it was as a little family, the relationship was very close also because the place they were located (small flat). When the company grew up the location changed (bigger office) but they found an office with an open concept (no doors, same chairs for everybody, even managers) because they wanted all the staff shared the same room.</li> <li>→ <u>Goals</u>:</li> </ul> <p>InDenova started with 10 employees in 2004. Now InDenova they are almost 90. InDenova began with local and national clients and at this moment it has an international coverage (Colombia, Mexico, Peru, Bulgarie...)</p>
<b>How does it work?</b>
<p><u>Actions InDenova make in favour for the working environment:</u></p> <ul style="list-style-type: none"> <li>→ The importance of the interview: They focus on the values of the people, not in the CV (things they have done). They want proactive people that match InDenova values. The most important thing is the person because the technology skills can be taught and learned.</li> <li>→ Training and tutoring: The best team coordinators are those who began as internship students. Practice is essential but they want graduated/qualified staff.</li> <li>→ Team work: Your work depends on the others' and vice versa. The importance of sharing all the information: use of wikis as a way of reporting and sharing knowledge. That's the only way they find to supply someone if he or she is ill, or on holidays. Training on team work (Team building workshop: "preparing bread")</li> <li>→ Team of teams: Team works change if the project needs it, it is necessary that everyone is flexible.</li> <li>→ Flexible timetables to enable balance between personal and professional life. Adaptability and flexibility is not anarchy: everyone has to be responsible for their work (rigour), it is a way of respecting others.</li> </ul>
<b>Results</b>
<p><u>Target group's opinion of the activity:</u></p> <ul style="list-style-type: none"> <li>→ Staff's proactivity and involvement has been shown at critical moments such as when the internationalization project of the company was carried out: extra hours were needed, but it was rewarded in the end with new clients.</li> <li>→ Job security: there are people working in the company from the beginning and they are totally involved in the company project, they are part of it.</li> <li>→ Good mood and relaxed atmosphere.</li> </ul>
<b>Evaluation</b>
N / A.
<b>Lessons learned</b>
<p>Companies are not the managers; the company is all the staff. RESPECT as basis of everything: working environment, good financial results, engagement of staff, motivation, etc.</p> <p>The value of work: "we believe in what we create". The staff is the best brand promoters; staff is the internal client; if they are happy the results might be better.</p>

### **Sustainability and transferability**

Humanise recruitment process: the importance of the human/personal value, the creation and maintenance of healthy relationships. People are not machines, so everything that happens at work is a job issue. If there is a person feeling bad this could affect his/her job so we must support him/her (if it is possible).

Humanise the companies: it is difficult if we are talking about a big company but we must find mechanisms to let it be done.

Consider a positive work environment is an investment to get good results: Allow ways to “give voice” to the staff, not using trade unions only.

### **Contact details**

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