

Talent from MNCs can help Indian cos to go truly global

By Ronesh Puri

There are over 40,000 MNCs with more than 2.5 lakh overseas affiliates. The top 300 MNCs control over 25% of the world economy. In India, we have had a long history of dealing with MNCs. Our tryst with them began in 1600 with East India Company being the first to hit our shores, followed by Dutch East India Company in 1602.

MNC talent has helped In-

dia Inc compete with the best in the world. They helped Indian promoters look at the big picture and compete with the biggest MNC in their backyard. Decades ago, most really talented professionals were from MNCs as they not only attracted the best but also invested a lot in developing and shaping talent. However, MNC talent today has lost some of its sheen. The gap that was prevalent in the past does not



exist today as non-MNCs have really upped their game.

Like candidates from any ecosystem, MNC ones are generally good at some things and not so good at some others. However, depending on what stage of evolution a company is in, MNC talent can be very beneficial, especially if a company wants to globalise.

Some just don't want to touch MNC talent because of a bad experience and tend to la-

bel all MNC talent to be arrogant, too structured, too slow on decision-making or unable to work in ambiguity or simply roll up their sleeves. But thinking all MNC candidates have these traits is just not correct.

It may be beneficial to reflect on what to expect from an MNC talent...

> High process-orientation: Tolerance to cutting corners is minimal in an MNC as everything works on a template. To survive and move up, you

need to be system-oriented. However, a candidate from an MNC moving to a family-owned business must understand that he/she should not expect a well laid-out process orientation of the same magnitude.

> Presentation skills: These in a candidate from an MNC are generally good as they need to present to different stakeholders on a regular basis. These skills get more sharpened as presentations may be

to different geographies and some demanding stakeholders. Interestingly, 25-30% of the time in an MNC is spent on meetings, discussions and presentations.

> Higher bandwidth: Generally, MNCs have talent that is intellectually bright as most of them hire candidates from the best B-Schools/educational institutions. As a result, they get used to operating in this ecosystem as well as get quite dependent on wor-

king with bright individuals/subordinates.

> Better execution skills: Candidates from an MNC are generally good at execution as the implementation of policies, systems and strategy is relatively better monitored. However, MNC candidates are not the best at creation as a fair bit of thinking about what to do is handed to them by their bosses/HQ.

> Straight speaking: MNC

candidates are also used to speaking their mind and being intellectually honest.

Companies will do better if they have a mix of MNC as well as non-MNC talent as then you get best of both the worlds. If you wish to globalise or bring more structure and process to your organisation hire an MNC candidate with right DNA.

*The writer is MD,
Executive Access India*