



THE HIDDEN TALENT PROBLEM INSIDE ORGANISATIONS

In One of the most expensive mistakes an organisation can make is assuming that its best employees are already in the right positions.

They may not be.

A high-performing employee can appear “average” when their role does not match their strengths, interests, or potential. The problem may not be capability. It may be misalignment between the person and the work.

When Good Employees Are Underutilised

Consider an employee who consistently solves complex problems but spends most of their time handling repetitive tasks. Or someone with exceptional relationship-building skills who is placed in a role that requires little interaction.

Their performance may eventually decline, not because they have lost their ability, but because the organisation is not using it effectively.

This is where organisations need to look beyond job titles and traditional performance measures.

Look Inside Before Looking Outside

When a new capability is required, the first instinct is often to start recruiting externally. But an important question should come first:

“Do we already have someone who can do this?”

That question can uncover significant untapped potential within the organisation. A structured approach to talent mapping and internal mobility can help organisations understand employees beyond their current roles.

Skills Matter More Than Job Titles

Employees bring more to an organisation than what appears on their job description. Their problem-solving ability, behavioural strengths, experience, interests, and potential can reveal capabilities that their current position may never require them to demonstrate. Understanding these capabilities allows organisations to identify where employees could create greater value.

Internal Mobility Benefits Everyone

When people move into roles that better match their strengths and aspirations, they can experience meaningful career progression without necessarily leaving the organisation. For businesses, the benefits can be equally significant:

- Better utilisation of existing talent
- Reduced dependency on external hiring
- Faster deployment of skills
- Stronger employee retention
- Greater workforce flexibility

The Right Person for the Next Opportunity

Internal mobility should not mean moving people around simply to fill vacancies.

It requires understanding what the organisation needs next and which people have the potential to grow into those needs.

The future of talent management is not only about finding the right person for the right job.

It is about continuously asking:

Is the right person still in the right job?

Sometimes your next great hire isn't waiting outside your organisation.

They are already inside it—waiting for the right opportunity to be seen.

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