AN INVESTIGATION OF KEY STRATEGIES, PRACTICES AND CHALLENGES FACING TALENT MANAGEMENT IN IT INDUSTRY
(An exploratory study in India and Ireland)

Dissertation submitted in part fulfilment of the requirements for the degree of Master of Business Administration at Dublin Business School

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**Declaration**

I declare that this research is my original work and that it has never been presented to any Institution or University for the award of Degree or Diploma. I have referenced correctly all literature and sources used in this work and this work is fully compliant with Dublin Business School’s academic honesty policy.

Signed:  Ajay Bhatia

Date: 31\textsuperscript{st} Aug’2015
Acknowledgement

The completion of this dissertation asked for much support by many people in my professional and personal environment. For this reason, there are certain people to whom I would like to express my deepest gratitude.

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Thanks You!
Abstract:

Objective and Scope: The aim of this dissertation is to explore and understand the current status of talent management in IT industry in India and Ireland. In both the countries, increasing a talent pool has been recognized as the key requirement and challenge. So far, various theories and practices have been put forward to fill this gap. It is therefore, an attempt has been made to collect the viewpoint of professionals working in the senior, middle or entry level of management. This would generate a better understanding on the strategies, which have got positive results or inspired workforce to increase their potential, any obstacle which has worked against them.

Methodology: The study is based on qualitative and the six interviews were held in four different multinational countries, based in India and Ireland.

Results: The basis to recognize the talent has gone beyond the high potential or performer. The major issue has been observed as the two different understandings on hiring, managing and retaining the talents among the HR and Operations.
# Table of Content

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table of Content</td>
<td></td>
</tr>
<tr>
<td>Declaration</td>
<td>2</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>3</td>
</tr>
<tr>
<td>Abstract</td>
<td>4</td>
</tr>
<tr>
<td>1 Introduction</td>
<td>8</td>
</tr>
<tr>
<td>1.1 Background of the Research Topic</td>
<td>9</td>
</tr>
<tr>
<td>1.2 Research Question and Objective</td>
<td>9</td>
</tr>
<tr>
<td>1.3 Approach to Dissertation</td>
<td>10</td>
</tr>
<tr>
<td>1.4 Rationale of the Research Topic</td>
<td>11</td>
</tr>
<tr>
<td>1.5 Organization of the Dissertation</td>
<td>11</td>
</tr>
<tr>
<td>1.6 Limitation in Research</td>
<td>12</td>
</tr>
<tr>
<td>1.7 Contribution of the Research Project</td>
<td>12</td>
</tr>
<tr>
<td>2 Literature Review</td>
<td>13</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>13</td>
</tr>
<tr>
<td>2.1.1 Understanding Talent</td>
<td>14</td>
</tr>
<tr>
<td>2.2 Talent Management in Research</td>
<td>16</td>
</tr>
<tr>
<td>2.3 Talent Management in Business Practice</td>
<td>17</td>
</tr>
<tr>
<td>2.4 Need of Talent Management</td>
<td>18</td>
</tr>
<tr>
<td>2.4.1 Talent Management in India</td>
<td>19</td>
</tr>
<tr>
<td>2.4.2 Talent Management in Ireland</td>
<td>20</td>
</tr>
<tr>
<td>2.5 Implementation of Successful Talent Management</td>
<td>21</td>
</tr>
<tr>
<td>2.5.1 Role of Middle Manager</td>
<td>22</td>
</tr>
<tr>
<td>2.5.2 Career and Succession Plaining</td>
<td>24</td>
</tr>
<tr>
<td>2.6 Talent Development</td>
<td>26</td>
</tr>
<tr>
<td>2.6.1 Developing Talent Internally</td>
<td>28</td>
</tr>
<tr>
<td>2.6.2 Recruitment from Outside</td>
<td>30</td>
</tr>
<tr>
<td>2.7 Measuring the effectiveness of Talent Management</td>
<td>30</td>
</tr>
<tr>
<td>2.8 Conclusion of Literature Review</td>
<td>32</td>
</tr>
<tr>
<td>3 Methodology</td>
<td>33</td>
</tr>
<tr>
<td>3.1 Introduction</td>
<td>33</td>
</tr>
<tr>
<td>3.2 Research Design</td>
<td>34</td>
</tr>
<tr>
<td>3.2.1 Research Philosophy</td>
<td>34</td>
</tr>
<tr>
<td>3.2.2 Research Approach</td>
<td>38</td>
</tr>
<tr>
<td>3.2.3 Research Strategy</td>
<td>41</td>
</tr>
<tr>
<td>3.2.4 Research Choice</td>
<td>46</td>
</tr>
<tr>
<td>3.2.5 Time Horizon</td>
<td>48</td>
</tr>
<tr>
<td>3.2.6 Data Collection</td>
<td>49</td>
</tr>
<tr>
<td>3.2.7 Data Analysis</td>
<td>50</td>
</tr>
<tr>
<td>3.2.8 Sampling</td>
<td>53</td>
</tr>
<tr>
<td>3.2.9 Ethical Issues</td>
<td>53</td>
</tr>
<tr>
<td>Section</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Data Findings and Analysis</td>
<td>55</td>
</tr>
<tr>
<td>4.1 Introduction</td>
<td>55</td>
</tr>
<tr>
<td>4.2 Strategic Nature of Talent Management</td>
<td>56</td>
</tr>
<tr>
<td>4.3 Talent Management - Definition and Approach</td>
<td>60</td>
</tr>
<tr>
<td>4.4 Implementation of Talent Management</td>
<td>63</td>
</tr>
<tr>
<td>4.5 Career and Succession Planning</td>
<td>65</td>
</tr>
<tr>
<td>4.6 Measuring the effectiveness of Talent Management</td>
<td>66</td>
</tr>
<tr>
<td>Data Discussion</td>
<td>67</td>
</tr>
<tr>
<td>5.1 Introduction</td>
<td>67</td>
</tr>
<tr>
<td>5.2 Strategic Nature of Talent Management</td>
<td>67</td>
</tr>
<tr>
<td>5.3 Talent Management - Definition and Approach</td>
<td>69</td>
</tr>
<tr>
<td>5.4 Implementation of Talent Management</td>
<td>70</td>
</tr>
<tr>
<td>5.5 Career and Succession Planning</td>
<td>71</td>
</tr>
<tr>
<td>5.6 Measuring the effectiveness of Talent Management</td>
<td>72</td>
</tr>
<tr>
<td>Conclusion and Recommendation</td>
<td>72</td>
</tr>
<tr>
<td>Reflection of Learning</td>
<td>75</td>
</tr>
<tr>
<td>7.1 Introduction</td>
<td>75</td>
</tr>
<tr>
<td>7.2 Concept of Learning</td>
<td>75</td>
</tr>
<tr>
<td>7.3 Skills Development</td>
<td>76</td>
</tr>
<tr>
<td>7.4 Future Application of Learning</td>
<td>79</td>
</tr>
<tr>
<td>Bibliography</td>
<td>84</td>
</tr>
<tr>
<td>Appendix 1- Time Allocation</td>
<td>95</td>
</tr>
<tr>
<td>Appendix 2- Copy of Draft Email</td>
<td>96</td>
</tr>
<tr>
<td>Appendix 3- Questionnaires</td>
<td>97</td>
</tr>
<tr>
<td>Appendix 4- Respondent 1</td>
<td>99</td>
</tr>
<tr>
<td>Appendix 5- Respondent 2</td>
<td>109</td>
</tr>
<tr>
<td>Appendix 6- Respondent 3</td>
<td>117</td>
</tr>
<tr>
<td>Appendix 7- Respondent 4</td>
<td>123</td>
</tr>
<tr>
<td>Appendix 8- Respondent 5</td>
<td>130</td>
</tr>
<tr>
<td>Appendix 9- Respondent 6</td>
<td>136</td>
</tr>
<tr>
<td>List of Figures</td>
<td></td>
</tr>
<tr>
<td>Figure 1 High Impact of Talent Management</td>
<td>22</td>
</tr>
<tr>
<td>Figure 2 Career Vs. Talent Management</td>
<td>24</td>
</tr>
<tr>
<td>Figure 3 Talent Development Cycle</td>
<td>26</td>
</tr>
<tr>
<td>Figure 4 Integrated Talent Management</td>
<td>29</td>
</tr>
<tr>
<td>Figure 5 Research Onion</td>
<td>34</td>
</tr>
<tr>
<td>Figure 6 Comparison Between Positivism and Interpretivism</td>
<td>37</td>
</tr>
<tr>
<td>Figure 7 Research Philosophy</td>
<td>38</td>
</tr>
<tr>
<td>Figure 8 Deduction Approach</td>
<td>39</td>
</tr>
<tr>
<td>Figure 9 Induction Approach</td>
<td>39</td>
</tr>
<tr>
<td>Figure 10 Characteristics of Deductive and Inductive Approach</td>
<td>40</td>
</tr>
<tr>
<td>Figure 11 Research Approach</td>
<td>41</td>
</tr>
</tbody>
</table>
Figure 12  Action Research Spiral  43
Figure 13  Research Strategy  46
Characteristics of Quantitative and Qualitative Research
Figure 14  Methodologies  47
Figure 15  Research Choices  47
Figure 16  Time Horizon  48
Figure 17  Data collection  50
Figure 18  Sampling  53
Figure 19  Four Stages of Learning  75
Figure 20  Kolb's Learning Style  76
Chapter 1
Introduction

Most of the IT organizations are in the same mindset, which is to find the right person to do the right job; and this is directly affecting these organizations in business expansion, both in India (Reuter, 2015) and Ireland (Fitzgerald, 2014). As per McCord (cited in Harvard Business Review, 2014), re-designing the work culture can minimize such crisis.

The demand of hiring the HR professional who are equally skilled in the area of talent management, rose by 12.0% in India by the end of December 2014 (Verma, 2015). Such requirements can also be seen in demand in Ireland, since PWC has published its report on the need of talent management (PWC, 2015). According to (Kelpie, 2014), “Ireland ranked 10 out of 10 for talent mismatch, which the report called an acute concern”, specially, when Ireland is the fastest growing economy in Europe (IDA Ireland, 2015).

Close to 63.0% of CEOs at global level have recognized this ongoing concern of talent shortage and recommended a plan in respect of hiring practices based on the talent management (Oracle, 2014). Bluen (2013, p.34) suggested that the process of recruitment should be based on some strategies focusing future requirements, especially in emerging markets. CIPD (2014) suggested extending the role of a line manager in selection, recruitment and employee retention, to manage future talent. In this way, they can easily facilitate reaching their overall objectives.

Since the 1990s, the question has been raised as to how to handle a new generation employees due to their different expectations and preferences. So, the notion of talent management is not new and this has been emerged since 1999 with the introduction of “War of Talent” by McKinsey and Company (Janson, 2015, p.4).

Seeing the above findings, the researcher hopes to understand the various practices of talent management which are currently being followed in IT industry. s decided to carry out the research on the talent management in order to find out its strategies, practices and the key challenges. It is therefore, the research topic of this dissertation is –

‘An investigation of key strategies, practices and challenges facing talent management’

The researcher decided to carry out his dissertation keeping industry in mind for both the countries.
Upon exploring this topic, the researcher would understand the various strategies and practices of talent management, which are currently being followed in IT industry. If these strategies would fail, then what are all the possible reasons behind their shortfall? This would help the researcher to understand those practices, which would be needed to develop the talent pool in IT industry in both the countries.

1.1 Background of the problem
Day by day, the importance of competitive advantage among the business world is rising. This has generated extreme pressure among the organizations, to hire or develop or retain the best talent within. Various strategies have been put forward to win this situation so that they can hold the best talent pool.

Now, the talent management activities are not limited to be understood and practised by the senior management and HR only (CIPD, 2015). Various line managers on the Operations or production floor like to use this strategy to develop career and succession planning for their best employees. But there are few differences always come into the picture, which indicate that the three main spheres (Organization, HR and Operations) are still not on the same page or sharing the common understanding in practicing the talent management. The managers in the HR and Operations are not fully in agreement with each other. Also, there is lack of experimental evidences on the successful strategies and practices of talent management which considers the mutual consent of two different managers in two distinct departments.

It is therefore, the researcher’s intention to explore this.

1.2 Research Question and Objective
Cost and profitability are key factors in front of within any organization with respect to approval or disapproval of projects or viewpoints (Lawyer III, 2014). But along with this, they are looking for some strategies to improve their competitive advantages internally and externally. If talent is managed well within any organization, then this action can bring the effective results in favour of that organization. Thus, organizations require a good strategy to successfully manage this goal orientated task.

To bring effective results, the researcher has decided to focus on a few areas together, which later may form a constructive outcome towards this practice.
It is therefore, the researcher has divided the research questions into few sub-questions and the focused themes, which are detailed below-

1. What is talent management?
   - Understanding of talent
   - Talent management in research
   - Talent management in business practice

2. Need of talent management
   - In Ireland
   - In India

3. Implementation a successful talent management
   - Role of middle manager
   - Career and succession planning

4. Talent Development
   - Developing talent internally
   - Recruitment from outside

5. Measuring the effect of talent management

1.3 Approach to dissertation

The researcher aimed to complete this research by focusing at two data banks, one is secondary data and another one is primary data.

Secondary data- This was used to form the literature review by reading both books and academic journals. This helped the researcher to understand the various views and concepts which are associated with the research topic. This data included origins of the concept of talent management up to the latest critical reviews on the subject.

Primary data – This is another important data bank to collect the data (market intelligence) by using a number of strategies such as interviews, questionnaires or surveys. For this research, the researcher has conducted six semi-structured interviews with industry professionals in both India and Ireland. The idea behind this was to collect their viewpoint in order to understand the reality of this concept in workplaces; the associated strengths and weaknesses within same, any further
scope to improve its practices, and most importantly, their suggestions on what mindset is needed by an organization, including HR, to make it successful?

The researcher has planned to do the research in India and Ireland as the IT industry is growing at increasingly fast rate in both these countries. This would also give the researcher an opportunity to understand the attitude and motivational factors associated with today's workforce which is valuable in deciding the future strategy needed to create a more productive and improved work culture.

1.4 Rationale of the research topic
Currently, many in industry are discussing how to increase business value through talent for one or more various reasons.

Mattone (2013, p. 22) has suggested focusing the development of potential talents, as 40% to 70% of the working executives will reach retirement are in the next five years. According to PWC (2012), 53.0% of the CEOs at global level see a lack of talent available to handle upcoming business challenges, additionally, only 30.0% of CEOs are confident with their strategies to fill this gap in the next three years. The report is also indicating a low rate of retention success. So, the researcher intends to understand the best practices of implementing the talent management strategies by focusing at how to attract, develop, retain and deploy the talent.

Since late 1990’s, various themes or concepts have been shared by various scholars to provide an understanding on talent management. According to (Oxford Economic, 2012, p. 6-7), organizations still need to work on how to balance skill shortages and financial crisis.

Therefore, the researcher felt that this work would give some new or recent information to practitioners on this concept.

1.4 Organization of the dissertation
The researcher has divided this work into five chapters and they all are connected coherently with each other.

- The first chapter is to bring an introduction to readers and thus it covers the main aspects of this research project such as background of the problem, research questions and objectives, approach to the dissertation, contextualization behind the research topic, organization of
dissertation, limitations and contribution associated with this research. This helps the reader to understand the research topic and the objectives associated with it.

- The second chapter includes the literature review which allow the reader to become familiar with the recent themes or concepts in academic books or journals. The literature review has been done in line with the sub-research questions.

- The third chapter is to share the justification of research methods used for this work.

- The fourth chapter is to allow the reader to read data findings and concerns. Here, the researcher has linked the primary data findings with the secondary data in order to meet the research objective.

- The fifth chapter brings conclusions and general points that have come out of this research.

1.6 Limitation in Research

There were a number of limitations observed by the researcher while doing this research which the researcher believes are worth highlighting:

- The outcome of the research would not be representing the entire industry. It is an observation which is a result of analysis through the decided sampling size.

- Secondly, there were some restrictions associated with the respondents, in respect of the sharing of their information.

- Lastly, it was necessary to take time to identify the resources available to the researcher in Ireland, as the researcher did not have any point of reference in this country initially.

1.7 Contributions of the research project

This research project may contribute to further development in improving an understanding of talent management and its applicability. It is hoped it may influence the way this concept is perceived in both India and Ireland. This research is an attempt to bring useful content to the area in order to strategize the talent management practices in any IT organization. This has been done by analysing the primary and secondary research data in order to understand the meaning of
talent management, the various possible challenges or gaps while practicing talent management, the best way to minimize these, challenges and to map the performance associated with talent management strategies.

2 Literature Review

2.1 Literature Introduction

Today the human resources play a major role in the growing business environment. They act as a soul of the organization. The functions of human resources are expanded from doing administrating work to strategic partner (Berger and Berger, 2011, p. 121). The human resources have a special role in formulating strategies thus the organization has to take extensive care to manage the talents effectively (Aswathappa, 2013, p. 23). In a current business scenario the people are belonging to different cultural backgrounds. The organization has to take responsibility in organizing the employees in order to attain the core objectives of the organization (Silzer and Dowell, 2010, p. 76).

According to (Elegbe, 2010, p. 132) most of the organizations integrate talent management system in the organization to achieve the best performance. By proper talent management system the organizations gains the ability to stand in the current environment and able to oversee the future requirements successfully (Scullion and Collins, 2011, p. 154). Talent management framework helps the organization to attract new talents and retain for long time.

(Vaiman and Vance, 2010, p. 47) point of view, Talent management is one of the essential components that every organization has to possess which drives the organization to execute their business strategies in deterministic form. Based on the strategic needs of the organization, the firm develops strategy to retain the required talents and search for new talents to meet the strategic needs (Israelite, 2010, p. 234). In addition to adapting to new needs the talents has to use the techniques and resources in an optimized way which helps in delivering the talent management solutions (Hodges, Schmidt and Fenstermacher, 2013, p. 78).

The talent management concept was evolved in Second World War. But it becomes popular through the Mckinsey consultants group who refereed talents as war for talent because of the unavailability of talents (Collings, 2014, p. 256). In most of the multinational corporations there is an increasing demand for talents. Thus, these corporations adopt strategies to select and retain
the employees by providing developmental programs and this practice increases organizational productivity and performance systematically (Israelite, 2010, p. 234).

According to (Dominguez C.C, Luís Galán-González and Barroso, 2015) talent management gains importance in recent years because retaining and attracting talents will facilitate the organization to perform its functions efficiently and in a smart way. Companies like Procter and Gamble understand the importance of talent management and spend more time compared to normal time limit for developing talents within the organization (Khatri et al., 2010, p. 39-42). When compared to other human resource approaches talent management is quite different and it helps in filling the core positions in the organizations (Vaiman and Vance, 2010, p. 46). Talent management is a way to get engaged with employees from selection and recruitment to career and succession planning along with the broad strategies to develop a competencies via training and coaching (Talent Management Orientation Guide, 2015, p. 30-33).

2.2 Understanding talent

As per CIPD (2014), the talent can be any potential employee, who is considered good for the organization by showing his/her high skillset and the talent management is all about managing the talent by using the systematic approach to identify, attract, develop, engage, retain and deploy. By doing the practices through systematic approach, organizations can attain the skillsets to bring profit in business at the present or in the future. According to Oakes and Galagan (2011, p.261), the individual’s ability to cope with the changing environment is refereed as talent.

The organizations have to understand the key concepts of talent and potential and make a clear picture about the employees’ talent and potential which makes an effective talent management process (Povah and Thornton, 2011, p. 143). The value of the person and the unique characteristics is referred as talent; an individual is refereed as talent once they have the characteristics of skills, ability and knowledge. In some other organization the total number of employee’s population is referred as talents (Waite, 2014, p. 198).

From the point of Lawler and Worley (2006, p. 109), the critical talents is defined as the individual who possess critical thinking, in-depth knowledge, extraordinary skills in performing the tasks effectively and has a strong influence in meeting the organizational goals. According to
Hatum (2010, p. 154), talent bring an effective change in the organizational performance for a long period.

According to Vos and Dries (2013, p.1818), a talent can refer to any human potential which is valuable and unique for organizations. Burke and Cooper (2008, p. 214) recognizes the talent as the core competencies which are characterized as below –

- Valuable
- Unique
- Difficult to Imitate
- Not easily substitutable

Tansley (2011, p. 271-273) has recognized the few perspectives which can been seen as talent-

- High Performance
- High Potential
- Individual’s strength
- Certain behavior
- Presence of both high performance and high potential

But according to Armstrong (2012, p.261), the definition and meaning of talent would be different from time to time and situation to situation. At one point of time, a one character can be recognized as a talent and may not be considered as talent if it is not meeting the requirement

There is always a question, if the talent is fixed or it can be modified. Depending on the requirements, talent can be recognized and modified (Armstrong and Taylor, 2014, p.267). To initiate the talent development in any individual, Condie (2014) suggested to recognize the mindset of people, if a person carrying mindset attached to growth, it is good to develop their talent through practice and work. But if a person respects the fixed mindset, he or she should not be included in the program of talent development. Tansley (2011, p. 268) shared the definition of talent given by Gagne, “Talent designates the superior mastery of systematically developed abilities and knowledge in at least on field of human endeavor”.

Identifying the talents among the existing employees is a difficult process where the employees potential are identified out which facilitates in providing higher positions in the organization
In a dynamic environment, the talent management gain importance in most of the industries. The organizations provide enough care to identify and manage the talents effectively in order to meet the organizational needs and objectives (Aswathappa, 2013, p. 45).

2.2 Talent Management in Research

A talent with high value along with high uniqueness can offer a high proportion to organizations (Vos and Dries 2013, p. 1818). Collings & Mellahi (2009, p. 305) suggested to increase the talent pool through systematic identification through the differentiated human resource practices. The talent management is the new intercept of succession planning, strategy and HRM in order to focus more on data sourcing, monitoring and measuring.

In strategic talent management three elements are mainly involved. The first element postulates the indirect relationship exist between the organizational performances, commitment, employees’ behavior and the talent management (Tseng, 2010, p. 65). The second element deals with developing the talents in order to gain advantage in the competitive environment. The organizations have a high concern in developing the individuals’ talents and potential to perform their duties in an ascertained manner (Schweyer, Newman and DeVries, 2009, p. 261). Third element mainly focuses to recognize the talents and employ them in the organization for a long time by providing opportunities for development. According to Israelite (2010, p. 19) a concept of integration is needed to bring the high performance of employees.

According to Oakes and Galagan (2011, p. 261), HC bridge helps in identifying the talent pools and matches them with the organizational strategies. Three factors are to be considered in this framework which includes efficiency, effectiveness and impact (Sandlin, 2014, p. 242). In some organizations pivotal talent positions are identified and employ efficient talents to fill such pivotal talent positions which increase the organizational performance (Lawler and Worley, 2006, p. 109).

The evolution of critical talent management comes from organizational workforce planning. Three major components are mainly involved in critical talent management (Aswathappa, 2013, p. 45). Collection of data, employee information and the in-depth investigations are the key components in critical talent management system (Caplan, 2011).
According to Berger and Berger (2011, p. 121) the organizations collect the data and analyze the current trends in the market. Meanwhile the organizations compare the information and the recent trends with the aid of predictive analytics which helps in formulating talent philosophy (Lawler and Worley, 2006, p. 109). The in-depth investigations and employees information paves away to the leader to analyze the employees’ potential and the way in which the talents are used properly which drives the organization to follow dynamic role instead of following conventional method (Ryan and Tipu, 2013, p. 148).

Vaiman and Vance (2010, p. 46) stated that the organizations has to possess well equipped HR personnel who has the ability to assesses the future needs of talents and utilize the present talents effectively to perform the organizational activities which increases productivity, efficiency and performance of the organization. Apart from the work force, the profile can be analyzed in comprehensive way with the help of Finance and HR members present in the organizations which lead to developing the employees by nurturing necessary skills and talents (CIPD, 2014). From the Hatum (2010, p. 154) point of view the organizations has to fill the job positions with adequate skills and talented employees which leads to attaining the organizational strategy. The top management has the responsibility to attract right talents and fill the job positions in a right time which facilitates the organization to attain success (Deb, 2005, p.182).

2.3 Talent Management in business practice

In business context, the organizations provide preference to develop leadership talents and invest more in developing the leadership skills (Collings, 2014, p. 256). Organization must concentrate in developing the skills and capabilities of employees within based on the regional opportunity for growth and the investments should be made to bring this activities in practice (Caplan, 2011). For example in America, the organizations invest more on succession planning whereas in the case of Asia pacific the investment rate in succession planning is low. According to the survey (CIPD, 2014, p.10), the focus to provide on job training is getting increased tremendously in the companies.

The HR needs to change their flat and traditional structure and practices to close the talent gap as 51.0% of employers had faced challenges in finding the right talent in India in 2011(Ernst and Young, 2012, p.5). Another survey conveyed that 61.0% of the organizations do not have the right talent to meet the fast changing business environment (Gochman and Strofer, 2014, p.25).
According to the PWC (2012, p.2), close to 53.0% of CEOs in Ireland found the lack of talent in 2012. As per the PWC 17th Annual Global survey, as close to 93.0% of CEOs have seen and accepted to change the strategies to bring the effective use and development of talent; however, two-third of them got failed to bring these changes (Talent Management Orientation Guide, 2015, p.30-33).

As per one survey carried out by PWC cited in Talent Management Orientation Guide (2015, p.30-33.), 9.0% CEO feels that at present, the human resource leaders are not well prepared yet to manage transformational trends whereas, 34.0% of the CEOs have shown their confidence in the HR practices line to capitalize from the changing new trend.

Organizations mainly focuses to develop leadership strategies, giving priority to developing critical skills, monitoring and assessing the skills, filling open positions by careful assessment, team building, succession planning, focusing to increase the employee engagement level, training and development activities, coaching, change management processes and so on (Israelite, 2010, p. 234). Some of the talent management practices that the organization follows include prior planning. Before recruiting new talents the organization has to analyze the needs and requirements, present internal strengths and gaps which facilitates the organization to acquire right talents to fill the right position and at a right time (Dominguez C.C, Luís Galán-González and Barroso, 2015).

One of the important practices is to analyse the level of employee engagement and their views which helps the organization to go beyond attracting new talents. Setting talent management strategies will make the employee to empower and put lot of investments to attain the goals (Povah and Thornton, 2011, p. 143). To build a leadership pipeline proper succession planning is essential for the organization. According to (Rothwell, 2010, p.14) succession planning is mainly done to identify the top talents in the organization and retain them for a long time. Retention strategies facilitates in retaining the top talents in the organization.

### 2.4 Need of talent management

In a competitive environment talent management is backbone for organization to attain organizational success (Schweyer, Newman and DeVries, 2009, p. 261). Due to the globalization many business are likely to suffer and strive hard to survive in the fiery competitive world. This is one of the main reasons the organizations search for new talents all over globe (Silzer and
Dowell, 2010, p. 76). The emerging competition led the organizations to think and invest more on retuning exceptional talents in the organization thus the concept of talent management raised all over the world (Kehinde, 2012, p. 180).

The talent management outpaces the organization to increase productivity, low cost of Operations, increase efficiency, increase the level of engagement, job satisfaction, and produce better quality products, increase profitability and overall performance of the organization (Sears, 2003). The talent management helps in increasing the leader’s skills which will lead to increase the skills and capabilities in all members of the organization (Ryan and Tipu, 2013, p. 148).

Survey shows that there is a lot of talents shrinkage in Japan, USA and Europe thus it is essential to invest more on talent management strategies to develop the skills and talents of the individual (Elegbe, 2010, p. 132). Need of talent management is emerging in many the organizations as they want to give a good framework to their employees in order to create self- motivation to achieve their work target (Armstrong, 2012, p.260). In a changing environment the organization has to incorporate change management strategy to enlighten the talents of the individual. Moreover the organizations develop new strategies to compete in the market (Sparrow, Scullion and Tarique, 2014, p.64). As per Gochman and Storfer (2014, p.24-28), the organizations can increase their value upto 60.0% percent by using both business and talent strategies.

Oakes and Galagan (2011, p.261) stated that the organizations have to provide training and developmental activities to the employees to enhance their talent. Meanwhile the organizations also incorporate retention strategies to retain the skilled and talented employees within the organization for a long lasting manner. On a whole the talent management is regarded as an essential component and a part and parcel of every business to attain organization success (Waite, 2014, p. 198). A good strategy is needed to make your company suitable for competition in the present days (Ready, Hill and Thomas, 2014, p.62-68).

Now HRM is evolving to gain the competitive advantage through the strategic use of structure and personnel techniques to develop or hire competent employee. Organizations should identify the talent needed for future (Price, 2007, p.336).

2.4.1 Need of talent management In India

India is one of the fast growing economies with a population of over 1.35 billion people. Many multinational companies invest in India in a past few years which increases to attracting the
Indian talents (Deb, 2005). The globalization of companies cause great shift in human resource management. The Indians are more oriented with their culture and affected by various factors like educational, demographics, social and cultural factors (Tseng, 2010, p. 65).

The educational system focuses only on theories and gives little preference to practical applications which does not cope up with the expectations of organizations (Berger and Berger 2011, p. 121). Thus it is essential to bring change in the individual through training and development programs once the individual is selected in the organization.

According to the survey it is revealed that the middle managers are quite low in Indian population when compared to the rate of subordinates (Silzer and Dowell, 2010, p. 76). Thus the organization focuses to appoint young professional for filling the middle level managers’ position which will cause discrepancies in the organizational activities (Lawler and Worley, 2006, p. 109). Thus the organizations has to provide adequate talent management strategies to enhance the skills and capabilities of individual.

According to Sparrow, Scullion and Tarique, (2014, p.164) few multi-nationals companies follow certain strategies to acquire a talent which includes: analysing the manpower needs by assessing the business’s clients (Schweyer, Newman and DeVries, 2009, p. 261). Second step is to study the consumer behaviour which provides the key to recruit candidate with required skills and characteristics. The third step is to formulate compensation package to attract the talented individual (Sparrow, Scullion and Tarique, 2014, p. 164). The next step is to search talents through the aid of interview, job portals, and reference method. The last step is to recruit right type of people with right skills (Pham-Gia, 2009). With the help of these steps reliance airtel acquire highly talented peoples towards the organizations and retain them by providing good working conditions.

2.4.2 Need of talent management In Ireland

Need of effective talent management is getting increased due to the fact that organizations are focusing to develop the talent of not only A- Players (Top Management) but also B-players (Garavan, Carbery and Rock, 2012, p. 7). According to PWC (2014), ‘the average working age local authorities in Ireland is 51’. Close to two third of the workers are planning to change their employers and 82.0% of the respondents are less worried about their job.
According to (Berger and Berger, 2011, p. 121) in private sector the talents are more easily identified compared to public sector organizations. The respondents of public sector are clear in their key talents whereas in public sector respondents the level of confidence is remarkably low which makes private sector to acquire highly talented skills towards the organizations (Hatum, 2010, p. 154). High performance talent management practices are employed in Ireland which facilitates the organization to use the resources efficiently to cope up with the changing demands in the environment (Sandlin, 2014, p. 242).

The organizations employed attractive salary package and incentive system to the employees who possess the required talents and skills. The aim of organizations in Ireland is to attract and retain high talents with the help of innovative and creative talent management strategies (PWC, 2014). The attraction, identification and retaining the employees play a key role in Irish organizations.

According to (Deb, 2005) identification of talents is based on the performance management and competency of the individuals. Branding, development in career of Irish organizations attracts the highly skilled individuals towards the organization (Hatum, 2010, p. 154). Finally the retention of employees is mainly depend upon the organizational retention strategies, training and development programs and career development opportunities provided to the employees (Methuku and Ramadan, 2013, p. 501).

### 2.5 Implementing a successful talent management

According to (Israelite, 2010, p. 234) the organizations has to implement talent management strategies in an effective way. To implement the strategy the line managers has to take responsibility to align all the activities in a sequential manner (Schweyer, Newman and DeVries, 2009, p. 261). The companies has started implementing the methods to attract, select, develop, evaluate and retain the talents. To have the best practices being implemented, the HR requires an understanding on the strategic goals looking by its organization (Beechler & Woodward, 2009, p.273-280) and describe the responsibilities of all managers to understand the potential of employees (Lawler and Worley, 2006, p.24-26).
Figure 1: High Impact of Talent Management (Silzer and Dowell, 2009, p. 76)

To implement the strategy it is essential to align business plans and set overall business objectives in a clear way (Hatum, 2010, p. 154). For example in European nations there is a need for large amount of talents where the need for talent management strategy is essential

2.5.1 The role of middle manager

The role of middle manager is very crucial in managing the talent or its identification as they are the one who knows the strengths and potential of their team. Manager is one who know the in and out of the organization and can shape the culture with respect to its requirement (Martin, 2006, p.394). Research has proved that innovation and creativity are always hidden or recessive and on providing a chance to develop or show the potential, it comes out The line managers are the one who know the drive factors which can bring effective change (Nguyen Huy, 2001,p. 75). Today, the interviewee are asked to sit down with the line managers before completing the completing the hiring process. Also, the middle managers will be in touch with the employees’ performance so that they will know the happening in the individuals’ outcome (Ariss, 2014, p. 155).
According to Alfes. et. al (2013, p.844), the employees perform better if they feel their potential and work are valued by the line manager. The essential part is that the employees should be recognized for the effort that they put in for the betterment of the organization. It is not so easy to identify the talent management in the organization. In the organization, when one employee is super talented who has not been recognized by the top level management and his or her work is being suppressed by the colleagues’. In that case the middle managers role is incredible (Khatri et al., 2010, p. 40-42).

Becker, Huselid and Beatty (2009, p.128) have listed down the joint responsibilities of line manager and the HR as follows-

- Both are equally responsible to develop the potential of employees.
- Both are having equal responsibilities to identify the talents and complete the recruitment and selection process.

The role of middle management is differing from one organization to other. Thus the organizations has to formulate clear roles for the middle management and list down their duties in advance (Khatri et al., 2010, p. 36). By providing clear roles makes the manager to do their duties in fascinated way. According to (Elegbe, 2010, p. 132) the middle managers have to develop the talents which suits the need of the organization. The organization focuses to develop strategies for new managers who entered the organizations newly.

The organizations also support the middle managers by providing on board training programs which assist the leaders to develop strategies to improve skills and capabilities of subordinates (Caplan, 2011). Further the senior managers have the responsibility to coach their subordinates and make them to acquire more knowledge and skills (Israelite, 2010, p. 234).

According to (Deb, 2005) the middle managers support the employees at all levels and act as a mentor. The leaders have to perform 360 degree assessment to identify the skills and talents which is essential for organizational talent requirements (Povah and Thornton, 2011, p. 143). The leaders’ have to assess the value system and behaviour of individual which increase the morale and productivity of the organization.

According to (Lawler and Worley, 2006, p.109) the middle managers has to be comfort in sharing the information and experiences to all the members of the organization which will assist the organization to perform their functions in profitable manner. The mangers have to be
thinking innovative and creatively which brings a positive impact on organizational performance (Schweyer, Newman and DeVries, 2009, p. 261). It is necessary that the organization has to provide priority in developing the manager’s skills like leadership, communication, coaching, development and resistance to change which bring a major effect in whole organizations (Waite, 2014, p. 198).

2.5.2 Career and Succession planning

Career planning for the employees looks like an intrinsic motivation factors for the employees and this give a benefit to the employees in terms of retention or less attrition. The role of line manager is also expanded to concentrate at career and succession management for the employees (Vos De and Dries, 2013, p.1817). They have also compared the literature of talent management and careers to show the new focal point, which are depicted below-

| Table 1. The careers versus the talent management literature: conflicting assumptions. |
|---------------------------------|---------------------------------|
| Careers literature             | Talent management literature    |
| Credo                          | ‘Detect, develop, and deploy employees talents in order to obtain superior performance at the individual, group, and organizational level’ |
| 1. Importance attached to continuity | Low                             | High |
| 2. Focus of career management | Individual (psychology)         | Organizational (strategy) |
| 3. Accountability for career management | Self (protean)                  | Organization (paternalistic) |
| 4. Mobility preference         | Inter-organizational (boundaryless) | Intra-organizational (bounded) |
| 5. Number of formalized CM practices | Low (focus on CSM)             | High (focus on OCM) |

Note: CM, career management; CSM, career self-management; OCM, organizational career management.

Figure 2: Career Vs. Talent Management (Vos De and Dries, 2013, p.1817)

The above comparison showing a line which hints towards the development of employees which further can rises the competitive advantages for any organization.

Succession planning is defined as a process to develop potential leader in line to the future demand of business (CIPD, 2014). This helps the organization either to develop an internal talent...
or recruit from outside but this process should take place gradually else organizations would loss its culture completely (Evans, Pucik and Barsoux, 2011, p.466).

Mattone (2013, p. 3) suggested to develop a succession plan to increase the potential of emerging leaders and this is a part of talent management. According to Davis (2007, p.67), succession planning means development held with the employees with the possibility to fill the leadership positions. Career management augments to employee involvement and commitment. When the employee working in the organization is committed to the work that they do then the growth of the organization is fabulous.

In the career planning, performance of the individual holds an important part. Based on the performance of the employees the appraisal is being done to evaluate the performance of the employees. When appraisal is done in the organization the employees’ performance would be increasing. In certain cases the employees would improve the performance when appraisal is done (Khatri et. al, 2010, p. 42).

In the organization, when the employees are provided with job rotation then they would be well versed in the field and help in the growth of the organization. Job rotation helps the employees to gain more knowledge and enhance them in that organization. The employees who are keen in having the career planning will definitely have more interest in the job rotation (Povah and Thornton, 2011, p. 189). Job rotation is not provided to all the employees at all times. In rare cases of reducing the work load, this will happen. In this situation the employees have to make use of it and gain experience with those aspects too. This would help the employees in the future time period. The growth with respect to the career should not have any sort of obstacle in the employees’ development (Tseng, 2010, p. 65).

If the employees’ feel that there is no career within the organization after years they might leave the organization at some cases. This should not happen as because the employees working for years in the organization are aware of the work culture and the working environment (Berger and Berger, 2011, p. 121). If the employees leave the organization it becomes a challenging task for the employer to recruit new employees for that position and train them in the working conditions. To avoid all these situations the employer should provide the platform to bring out their career growth (Collings, 2014, p. 256).
In the same way the succession planning also happens. When the employee is comfortable with the working environment then the growth for the employee as well as the organization would have an increasing trend (Hatum, 2010, p. 154). The employees in the organization should have a career growth and the succession planning. If the organization provides all these aspects then the employee will retain in the same organization. The employee will not have the intention to shift one organization to the other (Sandlin, 2014, p. 242).

Succession planning helps in fulfilling the role that is being assigned to the employees in the organization. Succession planning determines the growth for the employees working in the organization. The employees’ expectation from the organization would be like to have a platform to exhibit their talents (Sparrow, Scullion and Tarique, 2014, p. 164).

Thus, career planning and succession planning is one of the essential part in the individuals’ growth.

2.6 Talent Development

It is important to develop the talent in order to develop the organization. To reach the highest potential, the organization needs informal & formal learning and development association (Kehinde, 2012, p. 180). The gap in knowledge, skill and experience needs to be filled. The Talent Development Cycle goes as follows:

Figure 3: Talent Development Cycle (Duane, 2013)
The demand-supply gap makes Talent Development all the more important. It is believed that there is a lack in the supply side of talent due to various reasons. One such reason is the rapid change in demographic and economic trends (Davis, 2007, p. 67). Due to improvement in the health facilities, the average age of an individual has increased in almost every country. The social awareness of birth control has reduced the birth rate to approximately 2 per woman (Hatum, 2010, p. 154). As this scenario continues, it would be difficult for the organization to find next generation talent. It is hence predicted that there would be a huge fight for better talent in the future. Another main reason to acquire & retain talent for organizations in the developing country is the effect of brain-drain. People from lower economic background go to other countries to earn big bucks (Israelite, 2010).

Bersin (cited in Forbes, 2014) says that there are a few simple techniques that can develop the talent without costing much to the firm such as:

Recognize the uniqueness in each employee – Cutting the creativity and limiting their performance by putting them in a box is not going to help. To bring out the best in each employee, it is important to understand that every employee’s motivation is not money (Davis, 2007, p. 67). This needs a lot of energy and time from the organization’s side.

Purpose – Money is one of the purpose but not the only purpose for an employee. Employees do work hard for a living but they would work harder if they knew there was a meaningful purpose behind their work (Sparrow, Scullion and Tarique, 2014, p. 164).

Optimise the Volume – Freedom of speech. Being transparent or encouraging the employees to open up and contribute is another option. Magnifying the quiet voice and turning down the loud voice is a way to optimise (Sparrow, Scullion and Tarique, 2014, p. 164).

Trust the employees & treat them as professionals – Trusting that a work would be completed by an employee and treating them as adults is an important criterion. It is said that the common complaint across industries is, “Management doesn’t trust us” (Hoare and Leigh, 2011, p. 86).

Be loyal in good times & bad – Loyalty is hard to find in the present era. But if the firm shows loyalty to the employee, it is evident that the employee would show some loyalty too (Sandlin, 2014, p. 242).
Talent development can be done by two ways- by developing the talents internally or recruiting from outside. Both the direction has its own advantages and disadvantages (Evans, Pucik and Barsoux, 2011, p267-268).

2.6.1 Developing Talent Internally

There is no doubt on how the training and development are linked with each other? Development programs gives effective results, if the training are imposed basis the requirement of the market (Price, 2007, p.497). According to Burke and Cooper (2008, p. 211-212), the organization learning process involves the knowledge generation, knowledge transfer and knowledge application and further this improves the competitive advantage of organizations. Price (2007, p. 531) suggested to have training programs based on active learning mode such as Output orientated, skill emphasis, work based, competency based, focus on present and future, real cases and group based. According to the 70:20:10 rules, the employees can develop their skills faster by participating in the work based training (Jennings, 2015, p.22). Recently, the effective performance management has also been used to build talent workforce within organizations (Price, 2007, p.437). Selection of training topics are based on the past analysis or current need rather than the future requirement in most of the organizations (Gochman and Storfer, 2014, p.24-28).

Integrated Talent Management is one of the most promising methods to develop talent internally. The process for ITM is Hiring, Managing, Developing and Supporting. Talent is acquired by the firm in the hiring stage followed by building of the talent in the managing stage. In the developing stage, the talent is optimized and finally the talent in retained in the supporting stage. The activity under each stage is depicted in the figure shown below (Oakes and Galagan, 2011, p. 261).
For a successful Integrated Talent Management System, all the departments, such as organizational development, human resource etc., should cooperate and work together (Oakes and Galagan, 2011, p. 261).

The four quadrant model by Iles, Preece and Chuai (2010, p.125-145) gives a new perspective on the talent management.

The first quadrant focuses on the extremely talented people who are very valuable for the firm as they make good money for them. They not only bring profits to the organization but also are a competitive advantage over other firms in the industry. Talented people are segmented separately from others (Waite, 2014, p. 28).

The second quadrant focuses’ on the key positions in the firm. Specified job for a specific person is the concept behind this. The key positions in the firm, that play an important role in the growth of the organization, have to be filled by an employee who not only fulfils all the specified criteria (Farndale, Scullion and Sparrow, 2010, p. 165).

The third quadrant focuses on the pool of talent available internally within the employees. One of the most important tasks of the HR Manager is to bring out the hidden talent of the employee and help them to use the hidden talent in improving the performance. The wide pool of talent can also be a competitive advantage for an organization (Khatri et al, 2010, p. 211).

The fourth and the last quadrant refer to the external recruitment (i.e.) the human capital outside the organization. It is proved that employees for higher positions, when recruited externally,
leave the organization when they find a better opportunity (i.e.) they are not loyal to the firm (Kehinde, 2012, p. 181-182).

2.6.2 Recruitment form outside

External recruitment is nothing but searching outside the current employee pool to fill the open positions in an organization. The source for locating the candidate outside the firm are via employment exchanges, advertising (newspaper), employment agencies (public, private and non-profit), outsourcing, On Demand Recruiting Service (ODRS), campus recruitment, walk-ins, internet and employee referrals (Kehinde, 2012, p. 181).

Sometime is difficult to find the right talent within the organization and this issue can be resolved by using the best recruitment strategies. According to Price (2007, p.333), the recruitment strategy gradually moving from stage to another. Initially it was all about the suitability of the employee which is to find the right person for the right job and having emphasis only to get the job done. This evolved to malleability which lean towards the competencies to fitting into the organization’s culture and now it is all about the flexibility of an employee to make an organization more competitive.

Recruiting from outside has its own advantages and disadvantages. Starting with the advantages, the biggest advantage is that the size of the number of applicants is large which increases the chance of finding the right person for the job (Oakes and Galagan, 2011, p. 261). Secondly, the fresh talent from outside has a different perspective on the industry which is a benefiting factor for the firm. Candidate from outside would also help the firm to meet its diversity requirements. External recruits bring experience, knowledge and skill gained from other companies and help in reducing the mistakes and the risk in making a decision (Hatum, 2010, p. 154).

With benefits comes the difficulty. The biggest disadvantages that it would take longer time to hire an employee from outside and would cost much more than the internal hiring. Secondly, it can reduce the employee morale and loyalty which in turn would reduce the productivity of the existing employees (Davies and Davies, 2011). It would also take some time to train the employee. Moreover, from the hired employee’s point of view, he might also find it difficult to adjust with the firm’s system and culture for which there is a probability that the firm might have to offer more compensation to employee hired externally (Berger and Berger, 2011, p. 121).

2.7 Measuring the effects of talent management strategies
Hutchinson (2013, p. 95) suggests to measure the workforce in order to understand their effectiveness. This helps the organization to understand the gaps and how to close to close it. This means every company should apply strategic measures to confirm their strategic competencies. A better way to do is suggested by Armstrong and Baron (2006, p. 300-301) and they proposed to use competence and functional analysis.

Gochman and Storfer (2014, p.24-28) suggested to develop a good approach basis on the outcome of employee assessment. This includes their competencies and experience, their behavior to fit into culture, what traits and drivers have influenced them. Some of the metrics that can be used to measure talent are as follows

- Goal Attainment/Goal Aligned
  Percentage of goals obtained, percentage of goals exceeded, percentage of bonuses paid on the attainment of goal etc. are some of the goal attainment metrics (Povah and Thornton, 2011, p. 189).

- Reaction of the candidate
  The positive or the negative reaction of the candidate speaks a lot about the organization (Bluen, 2013, p. 68).

- Quality of hire
  Firms usually spend a lot on recruitment to get quality employees to the firm. This metric determines the level of quality of the employee and human capital is an essential asset for any organization. Combination of performance ratings & retention ratings can be used to determine the quality of hire (Elegbe, 2010, p. 132).

- Employee Performance
  The performance management in the organization must clearly differentiate performers and non-performers. Managers need to know how to deal with those who are not performing well. This metric also helps in comparing the success of managers handling various functions in the organization (Ryan and Tipu, 2013, p. 2120).

- Turnover by performance
Less ‘Turnover’ in any organization is a huge loss. The reasons for the less turnover should be found out and the problem should be rectified as soon as possible (Hoare and Leigh, 2011, p. 86).

- **External recruitment vs Internal recruitment**
  The advantages and disadvantages of external recruitment have already been mentioned. The success between external & internal hire should be taken into account. The process should be balanced (Sparrow, Scullion and Tarique, 2014, p. 164).

- **Employee Engagement and Employee Retention**
  If the employee does not mingle well with the colleagues or junior staff or senior staff, the social needs of the employee will not be satisfied and hence the employee would start looking for opportunities outside of the organization. Hence, it is essential to make the employee feel engaged & motivated to stay & be more productive (Khatri et al., 2010, p. 39-46).

### 2.8 Conclusion of Literature Review

In the literature review, it is asserted that the talent management is another way to introduce a career and succession planning at organization level which is wider than its older form of employee development at professional level. Earlier, organizations used to focus at senior management only to participate in skills development trainings. But now the time is changing faster and it is difficult to get the right talent to do the right job at all employee levels. To close this gap, a talent management strategy is seeing as a one of the solutions. The best part of this strategy is that it always aligned with the overall business goals. It also favors to have a well-designed role of line or middle manager in identifying the talent and measuring their performance as they are the one who knows the strength and weakness of their Operations better than anybody else. Additionally, there is also an issue to have a better understanding of those competencies which are considered as talent to deal with present or future challenges in organizations. Further, measuring the value added given by the talents is also a part of challenge among the organizations.

Many recent surveys supported the need of talent management practices in India and Ireland. Both the countries are growing in attracting the multinational companies especially IT due to
their demographic and potential behavior. But the rapid growth in this industry is gradually causing interruption in finding the right talent.

Hence, it is new concept to bring growth and development for all employees and organizations. Based on above all, the researcher developed the following themes to explore while collecting the primary data, analysing the data findings and also whilst data discussion.

- Strategy nature of talent management
- Talent Management – definition and approach
- Implementation of talent management
- Career and succession planning
- Measuring the effectiveness of talent management practices

Chapter 3
Methodology
3.1 Introduction

The aim of this topic is to find the most appropriate way to carry out the research. According to Saunders, Lewis and Thornhill (2009, p.100), the researcher should follow a systematic way to increase his/her knowledge by collecting and interpreting the information in a planned manner. Research is a process of creating or extending the view point on the subject (Krishnaswamy, Sivakumar and Mathirajan, 2009, p.25) and a good methodology is a tool to help researcher to find his/ her answer to research questions through collecting data (Fisher, 2007).

In 1998, Crotty (cited in Saunders, Lewis and Thornhill, 2012, p.126) suggested the importance of research philosophies, research approaches, methodological choice and strategy, time horizon and research techniques. These led to form a mindset of observer that the researcher has taken in-depth and considered approach to his research. It is therefore, the researcher has decided to carry out the research using the research methods and methodology based on ‘the research onion’ (Saunders, Lewis, and Thornhill, 2012, p. 128). The research onion would help us to achieve an outcome based on information collected in a systematic way, as opposed to one’s assumptions (Saunders, Lewis, and Thornhill, 2012, p.128).
The purpose of this project is to find out, “the strategies, practices and key challenges associated with talent management”.

### 3.2 Research Design

#### 3.2.1 Research Philosophy

Research philosophy is related to the development of knowledge by using a particular approach, required to study the particular field of activity (White and Rainer, 2014, p.33). Due to its importance, it is placed as a first layer in the research onion. (Saunders and Lewis, 2012, p.104)
We can distinguish four philosophies in the research process- positivism, realism, interpretivism and pragmatism, which are used by sociologist to evaluate the theoretical assumptions (Bryman and Bell, 2011, p.15-17).

Positivism: This philosophy is highly recommended for the scientific experiments in physical and natural science resulting into the development of theories (Saunders and Lewis, 2012, p.104). This is done to find a relationship in between cause and effect (Bryman and Bell, 2011, p.15) and it has the following three basic principles (Blumberg, Cooper and Schindler, 2014, p.16) as follows-

1. The social world should be viewing as objectively
2. Value free research
3. The researcher is working in a role of objective analyst

In this kind of research, the researcher shares its view point to weigh social world by keeping the objectivity in place of subjectivity and put emphasis on verification (Blumberg, Cooper and Schindler, 2014, p.16). This approach is considered good to collect numeric data based on various observations and experiments (Grbich, 2007, p.4).

Interpretivism: This philosophy is based on interpreting the viewpoint of people towards the subject matter (Bryman and Bell, 2011, p.16). This helps to understand their motives and beliefs towards social world (Blumberg, Cooper and Schindler, 2014, p.17). Interviews and observations are the two most popular ways to collect data.

‘Interpretivism advocates the necessity to understand differences in opinions led by human in their role as a social actors’ (Saunders and Lewis, 2012, p.106). According to Blumberg, Cooper and Schindler, (2014, p.17), it has the following three basic principles-

1. The social world is constructed and the meaning is given subjectively by people.
2. The researcher is part of what is observed
3. Research is driven by interests

According to Grbich (2007, p.8), by practicing this approach, the researcher can highlight the interesting real facts by understanding and evaluating the subjectivity and inter-subjectivity in any specific business situation and the key criterion is validity.
Realism: “It is a research philosophy which stresses that object exist independently of our knowledge on their existence” (Saunders and Lewis, 2012, p.105).

According to Bryman and Bell, (2011, p.16), there are two common features found in between realism and positivism such as-

1. Approach to collect the data in natural and social science
2. To see the external reality as objective.

This philosophical approach is further divided into two approaches- Direct and Critical Realism (Blumberg, Cooper and Schindler, 2014, p.17).

Direct Realism- It emphasis on the fact of seeing the things and believe on it. It also positions the first natural starting point of perception. It helps to consider the facts as true based on common sense (Saunders and Lewis, 2012, p.105-106).

Examples- Few theories suggest that the matter existed before the mind.

Critical Realism – It focuses on the relation in between sensations and senses. As per this approach, our mind perceives different sensations of the same object via our senses and the perceived images are the subjective to our mind and senses (Saunders and Lewis, 2012, p.105-106).

To understand any business complex situation, direct realism helps you to understand, what is the issue and the critical realism helps you to see the problem in deep such as why this issue emerged or what are all factors supporting this issue or how to control this issue (Grbich, 2007, p.6-7).

Pragmatism

‘A research philosophy which argues that the most important factors to decide the research philosophy are the research questions and objective’ (Saunders and Lewis, 2012, p.107).

It tends to support mix method to collect data within one study.

Interpretivism

Among the four, the two research philosophies are highly elaborated for business and management- positivism and interpretivism (Bryman and Bell, 2003, p.16-18) but the interpretivism is considered well for the research in business and management (Saunders, Lewis and Thornhill, 2012, p.137).
The below comparison between Positivism and Interpretivism helped the researcher in deciding the appropriate philosophy for this research.

<table>
<thead>
<tr>
<th>Assumptions</th>
<th>Positivism</th>
<th>Interpretivism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nature of reality</td>
<td>Objective, tangible, single</td>
<td>Socially constructed, multiple</td>
</tr>
<tr>
<td>Goal of research</td>
<td>Explanation, strong prediction</td>
<td>Understanding, weak prediction</td>
</tr>
<tr>
<td>Focus of interest</td>
<td>What is general, average and representative</td>
<td>What is specific, unique, and deviant</td>
</tr>
<tr>
<td>Knowledge generated</td>
<td>Laws: Absolute (time, context, and value free)</td>
<td>Meanings: Relative (time, context, culture, value bound)</td>
</tr>
<tr>
<td>Subject/Researcher relationship</td>
<td>Rigid separation</td>
<td>Interactive, cooperative, participative</td>
</tr>
<tr>
<td>Desired information</td>
<td>How many people think and do a specific thing, or have a specific problem</td>
<td>What some people think and do, what kind of problems they are confronted with, and how they deal with them</td>
</tr>
</tbody>
</table>

Figure 6: Comparison between Positivism and Interpretivism
(http://research-methodology.net/research-philosophy/interpretivism/, 2015)

It is therefore the researcher decided to choose the interpretivism philosophy. The researcher understood that the context of social actors, how we interpret the life basis on the meaning we have given to it. So, the researcher wanted to research different assumptions and meaning concerning to talent management in Ireland and India. For this, the researcher would undergo the empathetic stance by entering in the social world of the research subject and understand their world from their point of view.
As a MBA student, the researcher had carried out secondary research to understand the overall present overview of this subject and also the questionnaires were prepared on the basis of it.

3.2.2 Research Approach

Research approach is the path to bring a logical meaning to the collected data, its analysis and interpretation and it is the next layer of the research onion. There are three types of approaches such as deduction, induction and abduction.

Deduction: ‘It is an approach which involves the testing of a theoretical proposition by using a research strategy specifically designed for the purpose of testing’ (Saunders and Lewis, 2012, p.108). This results into specific observations from generalizations and theories. It involves the following five stages (Saunders and Lewis, 2012, p.108)-

- Stage 1
  - Outline your research question from the existing general theory.
- Stage 2
  - Having a specific selected way to answer the questions pertaining to the research question.
- Stage 3
  - Collecting the data or answers to the question outlined in stage 1.
- Stage 4
  - Analysing the data to find out, if it supports the theory or indicating towards a new direction.
Stage 5

- Confirming or modifying the general theory basis on findings.

These five stages help to find the causal relationship between all variables and also form an argument which is valid.

This approach can be explained by the hypothesis as it is a process of deducting a conclusion from the existing theories.

**Figure 8: Deduction Approach (www.researchmethodology.net,2015)**

Induction: It is an approach to form a theory based on the collected data. This is exactly reverse of the deductive approach wherein you form the generalized point of view from the specific. Here the conclusion is drawn by using one or more facts and evidences (Blumberg, Cooper and Schindler, 2014, p.21). This approach develop a close understanding on the research context on the basis of experiences, pattern, regularities and resemblances (Saunders and Lewis, 2012, p.109)

**Figure 9: Induction Approach (www.researchmethodology.net,2015)**

Alexandiris (2006, p. 18-20) suggested the following characteristics properties of the deductive and inductive approach, such as-
Figure 10: Characteristics of Deductive and Inductive Approach

There is also a combined approach known as Abduction approach which is used to move the back and forth to generate testable conclusions. This approach is account for to compare and observe, what is better or which one is surprising fact (Van et. Al 2007, pp. 1145.54).

The researcher is looking for collecting data and later on to form theory through the analysis. It is more or less like creating cause and effect link between the focused variables. This would involve understanding the one’s own point of view towards the research topic which cannot be focused in deductive approach.

Another reason for choosing an inductive approach was that the researcher wanted to prefer less number of participants to collect data but with a more valuable answers. But by using the inductive approach, the researcher can interpret and understand the different-different views (Saunders, Lewis and Thornhill, 2012, p.146). Moreover, the inductive approach supports the idea of making change, which makes the entire research a bit flexible specially when the data collection is through in-depth or semi structured interviews.
3.2.3 Research Strategy

A suitable research strategy is needed at first to meet the objective into research project (Robson, 2002). Getting an empirical evidences are necessary to understand the context of research question and the research strategy creates a path to get into this (Bryman and Bell, 2015, p76-77).

According to Saunders, Lewis and Thornhill (2009, pp. 141), the selection of research strategy is depended upon the following factors –

1. Research question
2. Research objective
3. Extent of existing knowledge
4. Amount of time
5. Philosophical leaning

The researcher can use one or more research strategies to address the research question. This will add value to data by collecting them through different ways. A few comparisons were led out by different scholars to give a generic understanding on, which research strategies are considered as best with a particular philosophy. For example, ethnography is well associated with realism and interpretivism and experiment and survey are well associated with positivism. There are also few evidences of seeing a particular research strategy is well aligned with two different philosophies.
For an example, case study (one of the research strategies) is associated well with interpretivism but also matched well with positivism.

Saunders and Lewis (2012, p.103) suggested the following research strategies-

1. Experiment: This strategy is used to find how the changes in one variable can effect the changes in other associated variables. In doing the experimental setting, a few events are always predictable and thus form a hypothesis.

Experiment are repeated action which yields good quantitative data if the participants are chosen in captive area such as Universities etc. It sometimes incurred with high cost and complexity.

2. Survey: A survey is readily acceptable in the mind when it comes to collect an opinion at social level. This involved the distribution of standardized questions to all participants.

This strategy is common in research due to the following reasons –

   o Widely accepted as cost effective action.
   o Provide good understanding on the topic as it covers the questions such as who, how many, when, where, what etc.
   o It is easily understood by participants.
   o It provides reliable information.
   o Questionnaires can be filled by participants in face to face situation, over telephone or can return the filled data through email or fax or post.

Vertical to the above points, there are also few disadvantages also associated with this strategy such as –

   o The collected data is not much descriptive as compared to the other strategies.
   o Few participants do not fill the questionnaires actively or attentively.

3. Case study: This strategy is more suitable to understand the research context by interacting with multiple sources within the context or the organization. Hence it is more considered for explanatory and exploratory research.

A data can be collected by various techniques such as interviews, observation, questionnaires and document analysis. This helps to find out the possible practical consideration.
However, a few questions are always associated against this strategy such as it promotes preferences within the research context and its result is not carry much importance if the number of cases associated with the finding is very less or one.

4. Action research: It is associated with the planning and to implement a new structure under the researcher’s observation. Hence, the researcher is more active than passive.

This strategy is needed the most when any change is needed under the controlled process. The researcher is a part of change process and to study the research in action rather than analysing about action. It requires more time length and a distinct participation in the action.

It has a process cycle starting from diagnosing, planning, taking action and at last evaluating as mentioned below-

![Action Research Spiral](Image)

**Figure 12: Action Research Spiral (Saunders and Lewis, 2012, p.118)**

The researcher choose this strategy to understand the ‘how’ in the ongoing changes.

5. Grounded theory: It is to generate theory basis on data or observation or interview and is considered better to the inductive approach. According to Creswell (2009, p.13), the important characteristics of this theory are as follow:
A regular comparison of data with developing classifications or set of information.

Generate a good theoretical base by collecting a sample from different group which further maximize the similarities and differences of information.

It generates theory inductively from the data without any pre-decided hypothesis and put emphasis only to investigate the actualities to discover a new way to resolve the existing concern (Chesebro and Borisoff, 2007, p 3-14)

Smith (2008, p.81-85) supported the following strength and weakness of the grounded theory-

Strength

- It is consider as a good approach to form new theories on the basis of existing phenomena.
- Result is always of high quality due to its characteristics of refined method.
- Data collection is done over a time at different levels.
- Gives a chance to researcher to think open minded at different angles.
- Detailed and systematic procedures of collecting and analysing data generates meaningful result for future investigation.

Weakness

- Requires huge volume of data which is time consuming.
- Data collection process involved a prescribed application only.
- It looks difficult sometime to decide if all the categories are saturated now or requires more details to look into it.
- Pre-existing assumptions are needed to start a theory.
- Requires high level of experience.

6. Ethnography: This strategy is successful if the researcher wants to understand the culture or life of others and their way of thinking and believing. It focuses to learn from the perspective of participants rather than observing them. The researcher participates by conducting qualitative interviews on more than one occasion and learning about their life on day to day basis (Bryman and Bell, 2015, p.393-394).
The researcher gets a few challenges such as foreign language, understanding and writing the right meaning of observations and the findings can be generalized to other regions. It is a long term research and considered most of the time as unusual for business research (Saunders and Lewis, 2012, p.120).

According to Bryman and Bell (2015, p.443-445), with the increased consciousness to understanding organization’s culture and its practices, this strategy is gradually creating its space for business interest. For example, Michel’s (2011) (cited in Bryman and Bell, 2015, p.446) used ethnography strategy to understand the business culture of investment banks and how their culture is effecting the physical and mental health of their employees.

7. Archival research: It is restricted to use or read the documents from the archive or past records. This strategy is never considered as of the main strategy to carry out any research. It is just beneficial to understand the organization performance and its level of communication (Saunders and Lewis, 2012,p.121)

The following are the challenges are associated with this strategy such as, your access to archive data, your access to confidential data and searching key documents from the history files (Bryman and Bell, 2015, p. 336)

Out of above all, the researcher decided to focus only on the grounded theory in his research strategy and the rationales behind this are as follow -

- It gives a chance to participants to analyse or identify, what is the issue and how they manage it.
- It gives a systematic and structured way which allows the researcher to go beyond the traditional context.
- It is creative just like solving puzzles and allows the researcher to detect what is not obvious or obvious.
- The researcher can act as an independent thinker and person.

Also, the grounded theory is one of the philosophical method to form a theory on pre-existing concerns by observation the data. A grounded theory is good to study business and management as it deals with human behavior and its social factors, which are the keys sources to manage in managing business (Saunders, Lewis and Thornhill 2009, pp. 149).

**Figure 13: Research Strategy**

3.2.4 Research Choice

This will lead onto the inner layers of the research onion, which is to find and decide the most appropriate research choice to carry out the dissertation. The research choice is categorized into two – Qualitative and Quantitative.

Qualitative is one where the analysis is generated by carrying out the interviews or questionnaires or data analysis procedure without using any numerical data. It helps the researcher to understand the work behavior in business–related processes such as how it works, why it works or any changes are required. (Eriksson and Kovalainen, 2008,p.3-4).

Quantitative is one where the outcome is a result of numerical data analysis, where in few statistical and numerical techniques are used to measure the variable. This also deduce the hypothesis (Bryman and Bell, 2003, p.68), however, Johnson (2013, p.34-35) subjected the following characteristics of Quantitative and Qualitative Research Methodologies-

<table>
<thead>
<tr>
<th>Quantitative</th>
<th>Qualitative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognized as Hard Science</td>
<td>Recognized as Soft Science</td>
</tr>
<tr>
<td>Objective in nature</td>
<td>Subjective in nature</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Deductive approach</td>
<td>Inductive approach</td>
</tr>
<tr>
<td>Focus is narrow and concise</td>
<td>Focus is broad and complex</td>
</tr>
<tr>
<td>It is considered as to test theory</td>
<td>It is considered as to develop theory</td>
</tr>
<tr>
<td>Analysis is carried out by using numbers and statistical data</td>
<td>Analysis is carried out by using words and narrative</td>
</tr>
<tr>
<td>Single reality is measured</td>
<td>Multiple realities can be check.</td>
</tr>
</tbody>
</table>

**Figure 14: Quantitative and Qualitative Research Methodologies (Johnson, 2013, p.34-35)**

On seeing the difference between the applicability of two choices as above, the researcher decided to focus at qualitative choice. By using the qualitative method, the researcher would be able to generate a meaning results, even by collecting data from the small size group of participants.

Further, the researcher decided not to look at mixed or multi method due to time constraint and the requirement of extensive research was not required. Hence, the researcher preferred Mono-Method Qualitative study and the data was collected by using one method which is through semi-structured interview.

**Figure 15: Research Choice**
3.2.5 Time Horizons

According to Saunders, Lewis and Thornhill (2009, p.129), the research is divided into two time horizons approach – Snapshot (cross sectional) and Dairy (longitudinal) and they are not depended to research design.

Cross Sectional Studies: To study any particular phenomena at a particular time and is always a time constrained. Most of the academic researchers are required to finish their research work in the provided given time which is always short (Saunders and Lewis 2012, p.123-124).

As per Easterby-Smith et al (2008, p.90) cross sectional studies usually employ with the surveys and allow users to do set a relationship between the two variables in short time.

Longitudinal Studies: This study is useful to observe the capacity changes and development and are required to do analysis for a longer period. It is considered impractical for the student researcher (Saunders and Lewis 2012, p.124-125).

It is therefore, the research’s time horizons was cross sectional due to the following reasons-

- The researcher has to submit the dissertation by 31st August’2015, so there was time constraint
- There was no requirement to study the development of any change.
- Data collection is based on interviews.

![Figure 16: Time Horizon](image-url)
3.2.6 Data collection

The data was collected by using primary and secondary research. By doing this, the researcher can improve his understanding on the research topic in a short period.

Secondary research

It is a secondary data source which is already published for various purpose. This data can provide the few measurements about the research topic and helps the researcher to understand if the situation is sensitive or not. (Cowton, 1998 cited in Saunders, Lewis and Thornhill, 2012, p.318). The researcher will be referring to the secondary data to understand the latest background on the research topic, which later forms the unit of analysis.

Primary research

It was carried out through interviewing the participants. Interviews will help the researcher to obtain the data of various type, which is rich in information due to the planned interactivity with the respondent (Easterby-Smith et al., 2008, p.142). This increases the face validity. The researcher was more interested to practice semi-structured interview, out of the three types of interviews – unstructured, structured or semi-structured interviews. The reason to choose is mentioned below.

Interview -

Interviews are considered as the best tool for carrying out qualitative studies. This can be occurred in different type of forms such as structured, semi-structured, unstructured or in-depth-interview (Kumar, 2011, p.145). According to Saunders, Lewis and Thornhill (2009, p320-321), any interview which has been lasted for 1 hour would give deep knowledge on the research area.

To fix an appointment with all participants, the researcher sent a request through emails (Appendix 2). The interview questions were shared before the actual interview so that the participants could be available with the maximum data on those specific questions (Appendix 3). Audio-recording was used to keep the conversation content for note-making.

The semi-structured is one by which the researcher decided to proceed his research because the direction of the questions is also possible on the course of conversation. This can increase the validity and reliability of the data and will favour to form better interpretation (Esteves and
Pastor, 2004, p.69-82). Also, with the help of semi-structured interviews, the researcher can gain an insight of problem area and enable to understand the cause of situation (Blumberg, Cooper and Schindler, 2011, p.247). Also, the researcher did not have any set prior expectation of outcome.

Structured and Unstructured interviews were not considered for this research because of the following limitations -

As for the structured interview, it has one limitation of creating the interview flow to the new direction which supports new themes and ideas and these are getting evolved in the conversation with the interviewees. On the other hand, unstructured or in-depth interviews were also excluded as it is difficult to identify a common theme out of the conversation. It is just for these reasons the researcher has chosen the semi-structured interview.

**Figure 17: Data Collection**

Note: The held interviews are summarized within Appendices 4 to 10.

**3.2.7 Data Analysis**

The collected data needs to be analysed to understand and further, to develop an outcome of all the answers. Here, the only aim is to understand what the interviewee stated (Saunders, Lewis and Thornhill, 2009, p.485).

This data can be analysed through any choice and strategy which is adopted by the researcher and the very end point is to compare it with the literature review. According to Miles and
Huberman (cited in Saunders, Lewis and Thornhill, 2009, p.503-505), the process of successful data analysis is characterized by the three sub-processes:

Data reduction: It includes simplifying the data, summarizing the data and to focus on selective part of the data. This helps to turn the data into a condense form.

Data display: It helps in displaying the data in a form of better visual diagrammatic or visual summary which later helps to draw a conclusion, which is based on recognizing or interpreting the pattern of relationship in the data.

Drawing and verifying conclusion: This above helps to further to draw a conclusion which is based on the valid data.

The researcher took an inductive approach. Saunders, Lewis and Thornhill (2009, p.503-508) proposed a few inductively based analytical procedures such as; Template Analysis, Analytics Induction, Grounded Theory Model, Narrative Analysis and Discourse Analysis.

Template Analysis- According to King, 2004 (cited in Saunders, Lewis and Thornhill, 2009, p.505-508), this analysis is based on codes and categories and this generates a themes from the data.

Analytics Induction - It is usually recommended for the case study where the explanation is built through the research. According to Yin, 2003 (cited in Saunders, Lewis and Thornhill, 2009, p.508), this is explanation building procedure.

Grounded Theory Model- It is a procedure to develop a theory out of available data. Strauss and Corbin, 2008 (cited in Saunders, Lewis and Thornhill, 2009, p.509) suggested to separate the data by using the labelled axial and selective coding. Axial coding establishes a relationship between categories and selective coding helps to develop a theory by integrating different categories.

Narrative Analysis: It is used usually used to develop a theory based on the stories or information on a particular issues such as organization culture, politics and changes required.

Discourse Analysis: It is used to find the causes of change where language is involved to create a new direction.

To do start the data analysis, first the notes were prepared from the audio-recording. An inductive approach generally influenced by the deductive approach. Investigation request are
perceived by the examination of composing and the finding of the basic and tended to centers. This a bit of the examination is related to the deductive philosophy. The data gathering and its examination are inductive. (Saunders, Lewis and Thornhill, 2009, p. 488-489).

As for the analysis part, the researcher decided for narrative analysis. By this, the researcher would learn the up to date information on the research topic (Webster and Mertova, 2007, p.13-14). Moreover, the researcher would be able to develop rich framework as the narrative analysis is suited more to understand the complexities and contrivances which are associated with the cause and effect and can position his work within the overall field (Clandinin, 2007, p.1-3).

The researcher thought that this would give him a good chance to develop an understanding on the challenges, strategies and practices associated with talent management in business environment.

3.2.7 Data Analytical Procedure

The qualitative data is limited to the expression of words which may have one or multiple meanings. Any data which is based on the words not on the numbers, has to be analysed through conceptualization (Bryman and Bell, 2007, p.578).

The process of analysing of qualitative data involves the three sub processes namely as-

- Data reduction- Includes the summarizing and simplifying the data
- Data display – Organizing data into systematic display to understand the patterns and trends
- Drawing and verifying conclusions- It is the outcome based on the categorization and unitising the data.

3.2.8 Sampling choice

Sampling choice is mandatory to drive the research as it is not possible to survey the entire population. There are also various factors associated with any research such as budget constraints, time constraints and determining the eligibility of respondents for a particular research proposal.

In this research, the sampling choice is based on purposive sampling (non-probability). The purposive sampling is highly considered for this research based on the grounded theory
(Saunders, Lewis and Thornhill, 2012, p.287) and the researcher can include the sample of respondents who can meet the objective of the research topic (Easterby-Smith et al., 2008, p.218). Theoretical sampling is one of the sampling types in purposive sampling, which enable the researcher to apply analytical induction, which is considered a good method in driving the research to achieve an outcome.

![Sampling Diagram]

**Figure 18: Sampling**

### 3.2.9 Research Ethics

As the research will involve the participating of organizations and their valuable resources (i.e. employees), it is therefore necessary that an ethical approach must be in practice. The focus of any research should not be limited only to the newness of outcome but also to be focused at the ethical standard (Walliman, 2006, p.147).

According to Saunders, Lewis and Thornhill (2012, p.208), the researcher should think of all the possible ethical issues associated to conduct the research. The Sociological Association of Ireland (SAI) states the importance of respecting the anonymity, privacy and confidentiality of the data provided by the respondents and their organization.

The researcher will ensure an ethical approach in both the securing and conducting of interviews.
with all respondents. Any denial by any respondent will be accepted without question, and the researcher will not pressurize participation at any level. Also, a proper and well-designed consent form will be offered to the respondents during the initial phase of correspondence.

With respect to the questionnaires, the researcher is focusing on self-completed questionnaires which will be sent out to respondents electronically via the internet. While doing this, the researcher will follow the ethical procedures by providing the participant information sheet carrying information such as the nature of the research, what the requirements of same are, participant’s rights, the proposed use of the collected data, and who to contact should any concerns arise. (Saunders, Lewis and Thornhill, 2012, p.237-239).

There are two philosophical views which are in contrast with each other- Deontological and Teleological.

The deontological view is based on making decisions and taking action on the principle of what is right or wrong (Saunders, Lewis and Thornhill, 2012, p.227). For example, it is wrong to lie no matter what result is achieved. Whereas, the teleological view is based on the consequences of any action (Saunders, Lewis and Thornhill, 2012, p.227). In this view, the favorable outcome will decide the path of action.

The researcher wants to follow the deontological view, along with the practice of giving complete importance to the informed consent and protection of confidentiality while conducting the research. This will help the researcher to recognize the certain areas of policies and procedure which might be restricted in companies.

As for the questionnaires is concerned, the researcher sent out the self-prepared questionnaires to all Respondents via internet. At the beginning of all interviews, the researcher disclosed the nature of the research, its requirements, participant’s rights, use of the collected data and the details of contact to raise any concern (Saunders, Lewis and Thornhill, 2012, p.237-239).

According to Saunders, Lewis and Thornhill (2012, p.239) the researcher must the share the following details before start collecting the information from the respondent-

- Name of University
- Name of Researcher’s name
• Purpose of the research
• Details of sponsorship (if any)
• Viewpoints towards the data confidentiality and protection
• Assurance to respondent to skip any question if they not comfortable in providing details
• Assurance to respect their time management

All the questionnaires were shared without any hidden intentions. The respondents were also been informed that the collected data would be shared with DBS (Supervisor).

Chapter 4
Data Analysis Findings

4.1 Introduction

Here, the researcher's aim is to write the findings for the reader. This includes analysing the date collected through the primary qualitative research and to summarize it. Six semi-structured interviews were conducted for the primary data. The researcher interviewed three HR and three Operations professionals working in IT industry in Ireland and in India. Each respondent was asked thirty eight questions (Appendix 1) concerning talent management and its practices. The average time of all interviews was 40 minutes. Each interview was recorded with the purpose of making a transcript out of it and each transcript was shared with the respondent.

The researcher has referred each participants as Respondent 1 and Respondent 2… and Company A, B, C…

In this case, the researcher got 6 Respondents from 4 different companies, based in India and Ireland.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Company</th>
<th>Management Level</th>
<th>Designation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>Senior</td>
<td>CRM-Head-IT</td>
</tr>
<tr>
<td>2</td>
<td>A</td>
<td>Middle</td>
<td>Assistant Manager-HR</td>
</tr>
<tr>
<td>3</td>
<td>B</td>
<td>Senior</td>
<td>Global Manager-IT</td>
</tr>
</tbody>
</table>
Respondent 1 and 3 are also heading the talent management team in their respective organizations.

The findings are the outcome of the interviews conducted by the researcher for the companies based in India and Ireland. To present and reflect the findings in an effective manner, the results are divided into the following highlighted themes. These themes are built on the points of importance which are identified through the development of conceptual frameworks during the research process.

4.2 Strategic Nature of Talent Management

All respondents recognized the need in having talented employees in their organization or industry, and they considered them as one of the key drivers in running a business successfully. They have come to this outcome based on the latest market trends and customer behavior. They have well-defined talent management practices in their organizations and these practices are considered as a part of their business strategy.

According to Respondent 1, having a quality workforce increases the growth potential of an organization and its chance to sustain in business, even during a phase of high fluctuation in the business environment. Business practices are changing rapidly in all industries and on top of this, customer’s expectations have increased. So, good strategies are needed to grow business in this competitive environment.

Respondent 2 observed the direct positive relationship between talented employees and more profit. To achieve this, it was suggested that a good work culture which supports diversity and a
good career progression path for potential employees is essential. Respondent 6 also shared a similar view.

As per Respondent 3, any organization in the service industry requires potential workforce. In order to sustain a position in the marketplace, regular upgrading of their employee’s skillset is required. This prospective idea was also shared by Respondent 4 and 5.

Additionally, all respondents brought their concerns towards the recent changes in business environment. This forced them to anticipate all the challenges coming in the next five years. All of them supported the creation of a well defined strategy in order to mitigate these challenges. The need for having a talented workforce was well analysed as a vital part of their strategy.

As per Respondent 1, there will be more competition to find ecommerce space and to manage data security. So, getting the right talent that can understand market trends and customer buying patterns, would be difficult to find. Whereas, Respondent 2 and Respondent 4 identified the difficulties in holding onto talented employees long term and this in turn would affect their competency strategy again and again.

According to Respondent 3, finding new ways to reduce cost and to deliver quick services, would be among the challenges facing organizations. According to Respondent 5, to have an authentic understanding on changing employee or consumer behavior and technology, would require an extra skill set. Every day, we notice that new software is emerging to match new consumer requirements.

Respondent 6 feels that the availability of talent that is equally good in making fast decisions and having the necessary skills to expand business is necessary. Also, this would help in providing an improved quality of services at a lesser cost.

All these points are well supported in encouraging a practice of having the right talent to do a required job. Moreover, some specific skill sets in employees were also highlighted by all respondents, which would help them to mitigate the future challenges-

From the view point of Respondent 1, an employee should be flexible enough to adapt to a new environment and be quick in making decisions and solving issues. Also, they should be able to analyse the market trends and consumer behavior along with the ability to deal with culture related issues in business in different geographical areas. Respondent 2 recognised two
mandatory factors in future workforce behavior. One is how well they manage work-related stress, and the second is, how flexible they are in adapting to new requirements. Respondent 2 also acknowledged that an inability to manage stress is more prevalent than a lack of self-motivation, and the same has been reported in various TED talk and other surveys.

Respondent 3 identified the need to have more cross-skilled employees, whereas respondent 4 focused on the need for creative and flexible mindsets in running a business going into the future. Moreover, she also noticed a trend of checking such skillsets during the recruitment and selection phase in multinationals such as Google, Linkedin and Facebook.

According to Respondent 5 and 6, a workforce must be flexible in order to adapt to new changes and to engage in quick decision making.

All respondents felt that psychological characteristics such as flexibility and creative mindsets are needed in future to deal with the fast changing business environment. With these attributes, anyone can easily understand market trends and consumer behavior and can understand better what is to be supplied to meet this demand. These competencies will help organizations to form new business strategies which are more suitable to meet their business requirements, and also to cope with employee’s behavioral issues, which are associated with the changed business environment.

Further, Respondent 3 also added that these competencies will help organizations to bring automation in their services which are directly linked with less cost and shorter deliver times.

Upon understanding the future challenges and requirements, the researcher requested all respondents to shed light on the required understanding of talent management strategy at organization level.

As per Respondent 1, an analogous understanding of this concept is required by all who are in senior and middle management. For this to happen, senior management should emanate a positive energy to include such practices in their business strategy. Moreover, he also felt that middle management should do enough data analytics to convince senior management that their strategy is matching their goals and meeting requirements. This way, they would get support of their senior management. Further, Respondent 2 also brought to light the fact that these strategies
get implemented very well if the senior and middle management sit together to discuss the progress in action.

From the viewpoint of Respondent 3, the understanding of talent management strategies are always good at the senior and middle management levels. However, he also advised, there are always some issues with entry level employees, as they are more resistant to change. Also, he noticed that most of the team members showed less motivation for any task which is not adding any value at present, but its need is very high in the future.

Respondent 4 and 5 shared that talent management re-designed various procedures and processes, which was not an easy exercise.

Whereas, Respondent 6 could not recall any issue in placing talent management strategy in their organization. He stated that senior management made their decisions very wisely based on demand and logic.

Beside this, all respondents suggested to recognize other important factors such as, if managers are supporting each other, if they understand the strategic goal of their organization and if HR understands the strategic goal of the organization.

Respondent 1 noticed that there were lots of convincing goals to bring all line managers to support talent management strategy and this was accomplished by letting them know the benefits of competency analysis and its fulfillment. As per him, initially the managers had more inclinations in meeting their KRAs only, rather than subjected their team members for skills upgrade training sessions. Respondent 2, 5 and 6, also acknowledged the same fact. In contrast, Respondent 3, said that the line managers are supporting each other as this strategy has been approved by seniors. As per respondent 3, it is only the entry level employees who are resistant to change. Whereas, Respondent 4, said that the few managers wanted to support the old strategy as they had already got good results by practicing them and also there was no assurance that the talent management practices would give them the desired results.

All Respondents shared their viewpoints online to the question, 'does HR understand the strategic goal of the organization?'
According to Respondent 1, the middle and entry level of the HR team do not understand the strategic goals completely and this resulted sometimes in a gap in meeting the exact competency requirement.

In contrast Respondent 2 said that HR has understood the strategic goals of the organization for the past 3-5 years. Before that, it was not the requirement at our level. She advised that HR is still in the process of evolving and learning talent management strategies and that they are upgrading the skill set of their team through various trainings. As per respondent this, new tools to search talented resources such as Linkedin and others are in practice now. But also, we have to abide by certain information security parameters, otherwise we cannot decide, if the information is confidential or meant for everyone.

Whereas, Respondent 3 considered that HR understands the strategic goals very well and they are the one who get the suggestions from down to top and vice-versa. As per respondent 3, without HR, it is not easy to set up strategies such as talent management. Respondent 4 also supported the viewpoint of Respondent 2. Respondent 5 and 6 acknowledged the HR understanding on the strategic goal of an organization. According to the latter, HR planned various activities and trainings, according to the need identified.

### 4.3 Talent Management- Definition and Approach

All Respondents suggested the importance of recognising those competencies, which can be considered as a talent. On analysing them, an organization must practice an approach to develop or hire them, in order to manage the future challenges. In future, organizations will need such potential workforce to expand their business.

Respondent 1 recognized, a person with flexible mindset as a talent. As per Respondent 1, a flexible mind can easily understand the business perspective and can easily adapt to meet the market’s demands. Further, he said that the market is not stable anymore and today’s potential employee may not perform well in the changed environment. Respondent 2 extended viewpoint of Respondent 1 by adding stress management capabilities. As per her, they have analysed these attributes in the performance reports of those, who had performed very well at one point in time but later on, came in the category of poor performers. Respondent 3 also agreed that a flexible mind would be considered a talent, along with aspects of the service industry such as providing
the best quick service, adding value to service and bringing trust and transparency at work. As per Respondent 4, a flexible and creative mind are both needed equally. She has been observing these attributes in demand in various multinationals such as Google, Linkedin or Facebook. According to Respondent 5, ability to provide quick resolution and potential to make changes.

Respondent 6 supported the flexible mindset with proactive behavior and good decision making.

All the Respondents acknowledged that they are practicing talent management in their respective organizations and also provided their organization’s understanding on it.

According to Respondent 1, our organization has three basic values in our work culture and these are individual freedoms, creativity and imagination and treat each one as entrepreneur. As per respondent 1, this increases a confidence in them to handle things independently. In addition to this, an independent business assessment are given at the supervisor level, so that they can see the real profit and loss and focus to improve the overall value in the system. He also said, this work culture drives a talent in them to come up with a suggestions or recommendations which are sensible.

Respondent 2 extended her support to Respondent 1 and also backed with an idea of developing entrepreneurial skills in order to develop the long term association between employees and the organization. In addition to this, Respondent 3, said that it is a requirement of today’s market trend, as organizations want the best employees and employees want the best career and rewards for themselves. As per Respondent 4 and 5, their organizations are focusing to increase their competitive advantages by developing talent internally or hiring from outside based on well –defined framework. Respondent 3 also acknowledged the same.

In addition to this, the Respondents also shared the benefits of introducing talent management practices in their work culture. As per Respondent 1, it developed loyalty among employees for the organization and therefore their long term association could be predicted. He advises that this eased various business transactions and also increased decision acceptability. According to Respondent 2, due to developing entrepreneurial skills, the employees were thinking beyond their key responsible areas at all levels.

Respondent 3, said that the organization became ready in advance with the right talent to run any
next project. Respondent 4 shared that due to talent management, their organization has evolved better strategies to hire and retain the required talent. This has saved their expenditure due to hiring from outside by 30-60%. The viewpoints of Respondent 5 and 6 were that due to talent management, a dedicated employee feels his job is secure and the process of skill development becomes standardized.

Further to this, all respondents shared their best approach in establishing a talent management strategy in their organizations.

According to Respondent 1, their approach is more or less based on mapping the competency at organization level. As per respondent 1, three sub-headings have been created under the competency analysis such as Growing, Grown up and Limitation and this analysis is carried out by the supervisor and manager from both Operations and HR. Further, he shared that their next required step is dependent on the outcome of the analysis. He states that in the case of providing training to enhance skills, a proper training need identification is carried out, and post training, an effectiveness is also measured. Respondent 2, acknowledged that their approach is based on PDCA cycle (plan, do, check and action). According to Respondent 3, their approach is to bring down the cost to company by developing talent internally through skills enhancements training. Also, he said, that their approach includes performance checks. Further, Respondent 4 added that their approach is to bring a work culture which included three stages; perform well, which is to enhance the current performance, grow in role, which to upgrade skills and the next role, which is to develop talent for any specific requirement. As per Respondent 5, their design was around training and development and checking performance. Respondent 6, was not sure about their approach but he stated that their approach is also around skills upgrading through training and development and the issuing of certificates on completion of training module.

From the above, it can be concluded that the approach of developing talent internally through various trainings, sounds common among all the organizations. Also, all Respondents acknowledged that the talent management strategy is a part of their business strategy not a just business practice. According to Respondent 1, they are getting all approvals from the senior management and this strategy is being practiced to meet their business objectives. As per Respondent 2, this strategy is being used to increase the potential of organization, so that the business can be expanded in future. Respondent 4, said that they are carrying out the competency
requirements matched with business goals in nearest future. As per Respondent 4, the training needs are also getting identified from the business perspectives. On this, Respondent 5 extended that the talent management is being practiced to develop a flexible workforce which in return will add a good potential to business. In contrast, Respondent 6 was not sure on this.

4.4 Implementation of Talent Management

All Respondents acknowledged that a well analysed good strategy is needed to implement talent management and the same can be achieved in less budget.

Respondent 1 suggested four key points to implement the talent management strategy successfully. First, is to define the scope of talent management at all levels of hierarchy. Second is, to involve only stakeholders to define it. Third is, to have regular calibration on a weekly basis in order to monitor the momentum of your strategy. And fourth is, to analyse performance of existing or newly hired employees after upgrading their skills, in order to map their improvement. He suggests that these are enough to indicate the direction of your strategy, if you need to hire more from outside or you are in position to manage the business challenges in future. According to Respondent 2, an analysis should be carried out to understand your industry better; and she also suggested few pointers such as trend of change and the possibility of unexpected changes over expected changes.

In Respondent 3’s opinion, an analysis is needed to understand basic information such as the size of organization, budget to practice such strategies, industry status and availability of talent outside, and retention of talent.

Respondent 4 also suggested a few pointers to investigate, such as, industry requirement at present and in future, support of senior management, regular inputs by Operations and HR, and lastly, is to have a well-planned roadmap.

Respondent 5 also backed an idea to understand the industry and client’s requirement and prepare your strategy to hire new or develop existing employees. As per respondent 5, HR should know the latest trends in the industry. Respondent 6, supported the idea that HR should have an understanding of areas such as technology, business requirement and business challenges. Also, he suggested better communication within all departments.
Moreover, a few Respondents also agreed that a few missing links between HR and Operations could affect the strategy to a large extent. In contrast, Respondent 3 and 4 could not find any such links in their organizations.

According to Respondent 1, the HR hires a person based on the job description and key areas of responsibility, whereas, Operations prefers to get the exact requirement. As per Respondent 1, HR hires anyone on the basis of job description and key areas of responsibility, but Operations believes in hiring exactly what they are looking for. Also, he stated that Operations know where they can find this specific talent whereas, the HR has its own way of sourcing. So, there is conflict between the two as HR goes by the book and Operations goes by experience. In contrast to this, Respondent 2, stated that most of the information has an open status in Operations whereas in HR, we cannot share all information with everyone. She also shared a few areas of conflict with Operations in respect of handling grievances. “Their way is to direct things to HR and our way is to understand and examine things. We have to analyse the optimum utilization of talented resource, if he/she is not performing well in one section of business”. But Respondent 5 and 6 were in agreement with Respondent 1.

To minimize such gaps, Respondent 1 suggested that the HR manager should come to the shop floor to understand service level and the work complexities involved in driving service level agreements. He advises that the next step is to analyse the reason behind these issues. This helps them to understand if Operations are lacking the necessary talent or are there other limitations involved. He also stressed that HR should also think beyond attrition and work culture. This way, we can close the gaps emerging while running talent management strategies. All the other respondents, backed the idea to analyse and understand such issues together and also suggested to include the HR team in cross trainings to enhance their understanding from the viewpoint of Operations point of views.

It was also agreed by all Respondent that few trainings were given in the past to enhance the skillsets of managers in their respective departments. According to Respondent 1, they had given trainings to managers on Leadership Orientation Program and Building Managerial Effective., Respondent 2 also provided the few modules of the training such as Kaizen, Value Stream Mapping, DMAIC- Six Sigma, Leadership skills and Building Managerial Effective modules. According to Respondent 4, The objective of these trainings are to create an understanding to
identifying the organizational goals, organization’s drivers and challenges, how to identify gaps, process to address gap and communicate contribution. As per her, there are few trainings which are meant only for HR managers and few are only for Ops managers according to their specific KRAs. Respondent 5 also recognized the similar trainings, whereas Respondent 3 and 6 were not sure on this aspect.

4.5 Career and Succession Planning

All Respondents agreed that a good career and succession planning plays a vital role in implementing the talent management strategies. As per them, the talented employees would not stay within the organization, if there are lack of career and growth prospective for themselves. An organization may lose its competitive advantage on loosing such employees.

Further, Respondent 1, shared his view points on the market trend of retaining and developing the talents. As per him, every organization offers best psychological contracts to retain an employee. It starts from offering a good learning environment to offer some intrinsic and extrinsic rewards. He was backed by other Respondents.

Moreover, Respondent 1, said that they are equally focusing at poor performer by introducing them to performance improvement plan. This included regular training and feedback and further mapping their performance. The other Respondents (2, 5 & 6) have also seen these practices successful. Respondent 3 and 4, extended their view to offer a career shift to another line of business, which is matching with their skillset and interest.

As far, the development of talent is concerned, Respondent 1 had viewpoint that most of the talented employees are self-motivated (70.0%), whereas, the other are not. As per him, we need to design our strategies to develop both potential groups. Respondent 2, said that self-motivated talents can perform better on providing a good career path, whereas, Respondent 3 extended his view point in contrast to Respondent 1 and as per him, most of their employees are not self-motivated enough, to draw their own career roadmap and there are working a lot to uplift their motivation level. According to Respondent 4, the self-motivated talents are well focused to their career’s next goal whereas, the others need a guidance and well defined path to perform. Respondent 5 and 6 also supported to provide a good path to both of them so that they can perform well.
All Respondents agreed that the some initiatives to be provided to both the potential group of employees (self-motivated or others) by organization, in order to uplift their performance. Further, Respondent 1 shared there were few initiatives and metrics worked well in their organization while practicing talent management. As per him, a key focus was on training and development, communicated organization goals, shared profit margin reports with them and also rewarded employees for their performance. Respondent 2 agreed to focus at training and development, but also, she extended her view point to other factors such as recruitment and hiring, performance and management, mobility, turnover and retention and the cost associated with workforce. As per her, all the factors had been given equal weightage of 20.0% to practice and maintain.

According to Respondent 3, the skill upgradation trainings and cross-skills culture were found useful, whereas, Respondent 4 extended her support to have a good retention strategy beside training and development.

Respondent 5, said that their key focus was on a good career and succession planning. As per him, they started a Mentor –Mentee programs, which increased motivation among all employees. Respondent also expressed the value of giving training and development and lastly, performance management.

**Implementation of talent management at entry level**

According to Respondent 1, talent can be hired from outside or develop internally. The practice of talent management is also possible in low budget by keeping a good retention strategy, hiring through internal references rather than paying to consultant, carrying out training identification and develop talents through internal trainings. Also, he suggested to have a proper strategy on reward and recognition. Rest of the Respondents supported the view point of Respondent 1. Respondents also shed light on importance of hiring talents from outside. As per all Respondents, hiring from outside is good, if we do not have the required talent within organization and also, the time is very less to develop a key potentially internally.

**4.6 Measuring the Effectiveness of Talent Management Practices**

All Respondents agreed to have a performance management system to monitor the outcome of their talent management practices. Respondent 1 suggested to monitor the profit margin on daily
basis and also do practice to share such reports with your team. Seeing the increased profit margin, a team boost up their confidence and try their level best to meet next goal. To make this procedure standardized, he recommended to introduce some numeric benchmark to compare different phase of the business cycle. Respondent 2 favored to analyse profit margin, whereas, Respondent 3 extended his understanding to collect CSAT in parallel to analyse the profit and loss reports. Respondent 4 and 5, supported the suggestions given by Respondent 3, whereas, Respondent 6 limited himself to check the performance tracker of talented employees only.

Along with this, all Respondents indicated to understand the expectations of all stakeholders. As per Respondent 1, we have to look after only those expectations which are connected with our organization’s goals and these are clearly defined by CEOs. Respondent 2, said that a regular calibration to be done with senior management to analyse the performance and the same was also supported by Respondent 3 and 4. In contrast, Respondent 5, said that only profit and loss report can indicate, if you are meeting stakeholder’s expectation or not, whereas, Respondent 6 was not sure on this.

Chapter 5
Data Discussion

5.1 Introduction

This chapter is design to compare and contrast the primary data (mentioned in Chapter 4) and secondary research data (mentioned in Chapter 2). By doing this, the researcher wanted to highlight the important practices or points for the readers. This would increases the validity and reliability of various theories and practices encompassing in industry and academic area. This would also help the researcher to draw a conclusion and recommendations on the research topic.

5.2 Strategic Nature of Talent Management

A good strategy is needed to make your company suitable for competition in the present days (Ready, Hill and Thomas, 2014, p.62-68). According to Aswathappa (2013, p. 23), the human resources have a special role in formulating strategies and the functions of human resources are expanded from doing administrating work to strategic partner (Berger and Berger, 2011, p. 121).
All Respondents confirmed that the new business strategies have been evolving by keeping the talented workforce in the center. The talented employees are now considered as an important asset to attain competitive advantages in industry, in providing best customer services and they also included in the blueprints to increase more profit. The applicability of these strategies have been grown in demand since the industry experts analysed the future challenges, which can be easily mitigated through the dynamic role of human potential.

Further, this supports to a survey carried out by PWC (cite in Talent management guide, 2015, p.30-33), which shows that 93.0% of CEOs have already recognized the role of talented employees in their business.

But, the first contrary was discovered while exploring the future challenges coming in the next five years in IT/ITES industry. As per the secondary data, the major future challenges in this industry in India and Ireland will be, finding the right talent (Berger and Berger, 2011, p. 121; PWC, 2014; CIPD, 2014), less number of middle managers (Silzer and Dowell, 2010, p.76), talent acquisition and retention (Sparrow, Scullion and Tarique,2014, p. 164), meeting expectations through rewards and recognition (Janson, 2015, p. 132), creating best career and succession planning for talented employees (Methuku and Ramadan, 2013, p. 501) and to cope up with the business changed environment (Sandlin, 2014, p. 242).

However, all Respondents extended their concerns majorly to other factors such as developing the e-commerce space, understanding customer’s buying pattern and manage data security (Respondent 1), reducing cost and time to deliver services (Respondent 3 & 6) understanding employee’s expectation (Respondent 2 & 4), understanding technology changes (Respondent 5) and making quick decision (Respondent 6).

This indicates that the industry professionals have well analysed and narrowed down those factors, which would impact their business and they have been observing the market trends in-depth and focusing at more specific issues rather than going around in general and wider. This will help HR to gain confidence among CEOs for their strategic practices.

At present, only 34.0% of CEOs feel the confidence in HR practices in order to capitalize the changing environment PWC cited in Talent Management Orientation Guide, 2015, p.30-33).

Moreover, to manage the future challenges, few authors have advised to search or build the following competencies in employees and named them as ‘talent’ (Waite, 2014, p.198). These
competencies are valuable and unique human potential (Vos and Dries, 2013, p.1818; Burke and Cooper, 2008, p. 214), difficult to imitate and not easy substitutable (Burke and Cooper (2008, p. 214), high potential, high performance and certain behaviour (Tansley, 2011, p. 271-273), mindset attached to growth (Condie, 2014).

On the other hand, all Respondents commonly agreed that the flexible mindset can be considered as talent in fast changing business environment. Other than this, there were few more identified competencies such as quick problem solver and quick decision maker (Respondent 1, 3, 5 and 6), creative mindset (Respondent 4, 5 and 6). A new competency (Ability to manage stress) was suggested by Respondent 2 and she feels that stress issues have increased in number as compare to motivational issues.

All respondents feel that the psychological characteristics such as flexible and creative mindsets are needed in future to deal with fast business changing environment, which support the theories led by Condie (2014) and Tensley (2011, p. 271-273). With these attributes, anyone can easily understand market trends and consumer behavior and can relate better, what is to be supplied to meet this demand. These competencies will help organizations to form new business strategies which are more suitable to meet their business requirements and also to cope with employee’s behavior issues, which are associated with the changed business environment.

But, according to Armstrong (2012, p.261) and Respondent 1, at one point of time, a one character can be recognized as a talent and may not be considered as talent, if it is not meeting the requirement. However, the other Respondents could not share any such abstract.

5.3 Talent Management- Definition and its Approach.

The researcher found the second contrary in this area. Throughout the primary data, the meaning of talent is limited to only one attribute - flexible and creative mindset. The same was only recognized by Oakes and Galagan (2011, p.261), whereas the other authors still focusing on the other characteristics.

As for the approach is concerned, the major work was found in the direction of new work culture to identifying and retaining the talents (CIPD, 2014; Povah and Thornton, 2011, p. 143; Schweyer, Newman and DeVries , 2009, p. 261), a key focus on training and development (Aswathappa, 2013, p. 45; Evans, Pucik and Barsoux, 2011, p267-268; Burke and Cooper, 2008,
p. 211-212; Price, 2007, p.497) and the role of middle managers (Alfes. et al., 2013, p. 844; Caplan, 2011; Khatri et al., 2010, p. 36; Elegbe, 2010, p. 132).

However, as per Respondent 1 and 2, the work culture must include an approach to develop entrepreneur, creating boundaryless environment and offer them an independent business assessment (Respondent 1) and the others suggested, to introduce the well-coordinated and planned work culture practices as per business requirements. Also, all Respondents suggested few models to analyse and develop the competencies.

It indicates the organizations practicing an approach, wherein the employees can think and act beyond their assigned key responsible areas and feel self-motivated to develop their competencies.

5.4 Implementation of talent management

Another contrary was discovered on the question of implementing the talent management strategies. Collection of data, employee information and the in-depth investigations are the key components in implementing the talent management system (Aswathappa, 2013, p. 45; Caplan, 2011). For this, Vaiman and Vance (2010, p. 46) suggested to have well equipped HR personnel, who has the ability to assesses the future needs of talents and utilize the present talents effectively to perform the organizational activities, which increases productivity, efficiency and performance of the organization. Further, Collings & Mellahi (2009, p. 305) and Price (2007, p.336) suggested that the HR should have understanding on the strategic goals. Further, a role of middle management is pointed out as very important, to establish such practices (Waite, 2014, p.198; Alfes. et al, 2013, p.844; Khatri et al., 2010, p.36) and the line managers have to take responsibility to align all the activities in a sequential manner (Schweyer, Newman and DeVries, 2009, p. 261).

However, all Respondents revealed that the joint role of senior and middle management are more important rather than strategizing the HR and Operations combinedly while implementing such strategies within organization. According to Respondents, the senior and middle management should sit together to understand the market and business trends.

Further, it was suggested by Respondent 1 that, all stakeholders should define the scope of talent management at all hierarchy level. Second is, to map out the expected and unexpected market trends regularly (Respondent 2). Third is, to carry out internal analysis to find out the various
factors such as industry requirements, availability of budget to practice such strategies, availability of talent outside and inside the organization (Respondent 3). And the forth one is, to associate HR and Operations together for better coordination and to ensure they should have good understanding on the service level agreements, which will help them to better understand the competencies requirements at organization level (Respondent 1 and 6) and this was also supported by Becker, Huselid and Beatty (2009, p.128).

In addition to this, all Respondents also shared a few obstacles while practicing or implementing the talent management. As per Respondent (1, 2, 5 and 6), few line managers prefers to target their key responsible areas associated with their jobs and their old successful working patterns, whereas, Respondent 3 noticed the challenges were coming from the entry level employees. However, the researcher could not find such details in the secondary data.

5.5 Career and Succession Planning
A good career and succession planning play a vital role in raising motivation among employees, developing long term association in between employee and organization, increasing the talent pool of organization and reducing the attrition rate(CIPD, 2014; Mattone, 2013, p.3; Evans, Pucik and Barsoux, 2011, p.466 and Davis, 2007, p.67).

All Respondents agreed with them to some extent, as they do not see the aspect of developing long term association in between employee and organization. As per them, few potential employees have their own personal goals and preferences and also, they remain so self-motivated to achieve it.

The talent development methods such as talent acquisition, talent building, talent optimization and talent retention and their activities such as recruitment, succession planning, training and development and rewards and recognitions, are well-defined by Waite (2014, p.28), Kehinde (2012, p. 181-182), Oakes and Galagan (2011, p. 261), Farndale, Scullion and Sparrow (2010, p. 165) and Khatri et al. (2010, p. 211).

All Respondents confirmed to follow the same methods and practices based on their requirements, whereas Respondent 2 extended the above view to new direction, which is, cost associated with workforce. As per her, they give equal weightage of 20.0% to all activities (recruitment and hiring, performance and management, mobility, turnover and retention and the cost associated with workforce).
5.6 Measuring the Effectiveness of Talent Management Practices

The effectiveness of talent management process can be mapped by comparing the goal attained and goal aligned (Povah and Thornton, 2011, p. 189), by monitoring the performance (Hutchinson, 2013, p.95; Gochman and Storfer, 2014, p.24-28) and by comparing the profits (Hoare and Leigh (2011, p. 86).

All Respondents agreed that these practices are very useful in mapping out the exact result of your strategy.

Chapter 6
Conclusion and Recommendation

The aim of this chapter is to conclude the research conducted in the dissertation. This research was completed all its objective, through the secondary research and primary qualitative research and the most important to bring closer the main aspects, themes, attitude and opinion associated with the talent management.

Every organization has included the talented workforce as one of their business value preposition. They all are practicing the talent management for the following reasons-

- To motivate their team members.
- To provide a good career and succession path to their employees
- And the most important is to increase the organization’s competitive advantages.

To get the best outcome from this practice, the senior management is playing a key role to address the well analysed future’s challenges and strategic goals of the organization with their respective middle management. These organizations have started hiring the talent with an attribute of being flexible and creative mindset, in order to cope up with the fast changing business environment.

Further, to provide the best career and succession path to their employees, the organizations are trying to follow the latest market trends. Also, it has come out as a fact that the process of retaining a talented employee is less expensive than hiring a talented employee from outside. The organizations are focusing more on the talent optimization through training and development and their main focus is to uplift the skillset of employees through various modules such as
Leadership Orientation Programs, Building Managerial Effectiveness, Project Management Programs and Black Belt Six Sigma,

But these practices are not easy to be implemented. Few issues in between HR and Operations or Line Managers do occur, due to their different working pattern and preferences. Thus, HR are being asked to think beyond job description and attrition, low abundance rate and less penalties on service level agreement, whereas the Operation managers are being asked to develop intrepreneur skills within the team. Not only this, there are few convincing goals to convince managers that this practice is a new formula of achieving success today or in future and the agreement ratio is always 60:40, 60.0% in favour of this practice and the remaining 40.0% are on the other side.

Few suggestions have also been communicated to minimize such gaps-

- Cross skills training between HR and Operations
- An analogous understanding among HR and Operations on the service level agreement

Moreover, the information gathered through interviewees has confirmed that the success of talent management strategy is not depended on the associated budget with its practice. Interestingly, few examples have come out, which show that these practices can be run successfully on low budget as well and most of the organizations are developing this culture gradually. This may include hiring through internal reference, independent business assessment at supervisor level, skills upgrading sessions by internal managers and cross skills training of HR and Operations managers.

In addition, few new aspects have been observed in practice among the participated organizations.

- The organizations are sharing their profit and loss reports with their employees. As per managers, this generates a self-motivation among employees to decide and analysis, if their own efforts are rolling in the correct and required direction or not.
- The organizations are seeing the stress management as more crucial to handle as compare to the motivational issues.
- The organizations are using various metrics to measure the performance at employee or organization level. This also helped them to understand their present position as an
organization in their industry and also gives a confidence in meeting the expectation of all stakeholders.

- Talent management can be practiced in low budget.

Further to this, the researcher would like to put forward a few recommendations.

The first recommendation is to understand the impact of stress (Respondent 2- it is more critical issue than motivation), while running the talent management strategy. What are the associated factors to generate stress at work place?

Few of them have been observed by the researcher as follows-

- Disagreement of line manager to practice the talent management.
- Managers are likely to follow their own methods to meet client’s target and this formula is based on their own old methodology, which is to keep the productive employees on the working floor rather than in the training rooms. They always ask such questions to HR-
  - What will it cost, if they find their talent management strategy is wrong?
  - Does every aspect of my talent strategy directly contribute to the business plan and to creating value?
- Finally, the time management in upgrading skills and introducing them to perform lively.

The second recommendation is to find more ways to implement the talent management strategies in low budget. Due to continual economic fluctuation, organizations may not be able to meet the demand of the right talent. This would not develop a long term association in between organization and talent.

The researcher observed the following ways to build long term association-

- Organization must have a work culture to bring individual’s freedoms to create and imagine new aspects to boosting business (Intrepreneur)
- Independent business assessment are given to the talented employees at supervisor level, so that they can see the real profit and loss and focus to improve the overall value in the system. (Boundaryless Organization)
- An analogous understanding of talent management at entry level employees.
Chapter 7
Reflection of Learning

7.1 Introduction

This part of essay is an impression of the researcher’s learning and potential development while doing MBA program from Dublin Business School. The researcher has divided this essay into three parts- concept of learning, skills developed and future application of learning.

7.2 Concept of learning

Gosling and Mintzberg (2003) suggested to have an education system which is more interactive and effective. Cottrell (2015, p.67) argues that learning is a huge procedure, as all people being have to grow their insight, to enhance their abilities for development. A thought of adding reflection of learning can help to increase the individual’s potential by doing the self-evaluation of their own experience. Pike (2003, p.8) supported the four stages of learning in the below figure-

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Stage 2</th>
<th>Stage 3</th>
<th>Stage 4</th>
</tr>
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<tbody>
<tr>
<td>Unconscious Incompetence</td>
<td>Conscious Incompetence</td>
<td>Conscious Competence</td>
<td>Unconscious Competence</td>
</tr>
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During his research, the researcher followed these stages. Before beginning, the researcher was not sure of his ineptitude, but rather once he started and confronted his essential troubles, he got to be mindful about his inadequacy. On the other hand, on account of his research, the researcher accomplished skill that permitted him to get up and go. This work and these examines, which likewise take after Dale’s learning stages, have given a few oblivious capability to the researcher. For going through these stages, the researcher had to go through various academic books or articles.

The researcher experienced an exceptionally exact procedure of perception and reflection through feeling, watching, thinking and doing, before settling on any choice concerning the advances of his research. McLeod (2013) explained this process by using Kolb’s experiential learning theory.
7.3 Skills Development

The reason behind this segment is to show the abilities gained by the researcher amid the research. Arline (2015) proposed to analyse the business sector every once in a while, to enhance your plan of action and projections and this procedure obliged both essential and optional information appearing in the primary and secondary data of the defined period (Olenski, 2014).

In this way, the researcher concentrated significantly to learn these obliged skillsets, which are categorized below-

- Development of secondary research skills
- Development of primary research skills
- Development of time management
- Increase the level of self-confidence
Development of Secondary Research Skills

While conducting this research, the researcher gained the new skills of prioritizing and analyzing the secondary data. In order to carry out the effective analysis, an analyst ought to have these skillsets. By practicing these picked up abilities, the research can manage his professional movement in a superior manner in the future. This helps him to increase upper hand by controlling the inward and outer elements, which could influence their business.

Prioritizing the secondary data

Nowadays all journals, books, internet websites, magazines and newspapers are carrying huge data. With this research, the researcher observed that it is not possible to check all the available data on the research questions. It is therefore, the researcher started the practice of prioritizing the literature review by checking the various credential associated with any data such as, date of publication, publisher details and credentials of author.

At the initial phase of research, a vast amount of secondary data have been found related to the talent management and its practices, however as a result of prioritizing of work basis the above criteria, the most significant contributions included in the literature review such as PWC(2013) and Tony (2013).

Also, by using these skills, the researcher gained another benefits such as increased level of data validity and time saving.

Critical analysis of secondary data

This is one of the competencies which is needed today as this helps in forming the critical mindset towards the secondary data. Here, the question arises, why you need a critical mindset. A true answer to this question is one fact that is we acknowledge most of the view point mentioned in any book. On reading any book or journal or article, we consider that writer as a subject matter expert. But the current research has changed this mindset of the researcher. Moreover, the researcher was able to find the limitations associated with some work detailed in the literature review.

This skillset is valuable to identify the strength and weakness associated with any secondary data which further can help you to search what is required to do better analysis.
Development of Primary Research Skills

This research has also helped the researcher to develop within a skillset of collecting primary data research. This practice can be completed by using two most popular research methods—Qualitative and Quantitative. Also, the researcher had a real time experience of collecting the views on industry by professionals through interviews. By this practice, the researcher understood the advantages and disadvantages which are associated to collect any primary data. Moreover, the researcher gained enough motivation and skillset from David Wallace (Dissertation Supervisor) to see and present the primary data. Overall, this helped the researcher to gain a competency of scholar and researcher.

It is true to say that the value of good marketing intelligence is growing day by day. Now being equipped with the above strength, the researcher can analyse the competitive business world by acquiring primary data. This will help to form a strong business strategy by considering the various aspect of industry such what factors can affect my business, what all to be included in new strategy and many more.

Improvement in Time Management

The researcher feels that a successful research work is an example of good time management. The reason is you have to do broad planning and preparation to complete each stage not only successfully but on time. To do this, the researcher was making a daily schedule to avoid unnecessary activities. At the same time, there were also few plans to go off from the studies in order to feel not being pressurized. On experiencing this pattern of on and off-work, the research understood the value of one of the HR practices, why many organizations do arrange events or activities to motivate their employees?

At both personal and professional levels, the researcher gained a real experience of good time management and its value in your goals.

Increasing the level of self-confidence

The above contributions have increased the confidence in researcher. It is easy now to answer to self on the following questions—

- What all data do need to be prioritized?
- What all data do need to be collected?
• What all data do need to be analysed?
• How does to relate your finding with the existing content?
• How does to mitigate the challenges while collecting the data?
• How does to give recommendation basis on all your work?

The best learning was that the one has to be patient enough while searching or understanding the marketing intelligence or business strategy.

Another learning is that the one has to be focused on the goals. The researcher did not lose the hope and kept going on and going on from one company to another so that a few interviewees could agree to share their viewpoints, which would help the researcher to complete one of the short-term goals.

Beyond any doubts, this research has increased the self-confidence within researcher and this will definitely help in future in managing various business requirements.

7.4 Future application of learning

The one year of studying MBA in Dublin Business School provided a rich learning experience to the researcher and helped him to open his mind to see the same thing in a new way. Not only this, the researcher gained new skills through different modules in MBA program, which are depicted below-

<table>
<thead>
<tr>
<th>Module</th>
<th>Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing Innovation</td>
<td>From this module, the researcher has understood that an innovating a new product required a deep analysis of market. A new product must have USP to attract customers. It can be price, design or any add-on service. Further, the researcher also learnt that a success of any product is depended on its buzz in market and having an understanding about the strength and weakness of your</td>
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<tr>
<td>Module</td>
<td>Description</td>
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<tr>
<td>Performance Driven Marketing</td>
<td>This module has introduced an understanding to researcher that the quality of product alone cannot meet the customer’s demand. Various components should be planned before bringing a product for customers such as price, place, product differentiation, and promotion of your product. To understand these, an analysis to be carried out to understand the market and the customer’s demand.</td>
</tr>
<tr>
<td>Business Strategy</td>
<td>Through this module, the researcher has understood that a strategy is always needed to generate competitive advantage of any organization. For this, we need to evaluate and compare the strategic position of an organization with its competitors. It is also needed to redesign the business structure or process from time to time.</td>
</tr>
<tr>
<td>Personal and Professional Development</td>
<td>Through this module, the researcher has learnt the importance of continual improvement. At personal level, the scope of improvement can be decided either by self-evaluation or based on someone’s feedback. At business level, the importance of ethical practices, positive work culture, and time management should always be prioritized. Analysing the business and organization environment from time to time is helpful in creating the brand value and further in meeting the business goals.</td>
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<tr>
<td>Module</td>
<td>Description</td>
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<tr>
<td>Financial Analysis</td>
<td>From this module, the researcher has understood that a project must be designed based on the availability of cash, which can be interpreted, analysed and evaluated through the published financial information. Any project out of budget, should not be approved or practiced. An organization should keep looking for a new directions to increase its cash flow. Also, an understanding has been gained on, what to do, if the cash flow is going down or up.</td>
</tr>
<tr>
<td>Research Method- I &amp; II</td>
<td>In this module, the researcher has learnt that the need of having primary or secondary data to understand a business world of any place or area. On comparing this data together, we can get a reliable fact of the business environment. Before collecting the data, we have to check, if the selected procedure is required for the selected source of information or what data needs to be considered.</td>
</tr>
<tr>
<td>International Management</td>
<td>The researcher has learnt the importance of knowing the culture and government policies in order to expand the business across borders. Not only this, an organization must be flexible to introduce changes in their policies on seeing the requirements and these changes must be in accordance to the culture of business country.</td>
</tr>
<tr>
<td>Strategies for HR</td>
<td>Through this module, the researcher has</td>
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</tbody>
</table>
understood that the human resource strategies should be changed with time and these must be matching with the market’s trends and scenarios. These strategies must be focused to motivate employees, to offer career and succession planning and to develop best practices of recruitment and selection.

With these new learnt competencies, the researcher can establish focus, provide motivational support to co-workers, can develop interpersonal awareness, can manage change and performance and can analyse the data that will have a strong acceptance.
References


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(Accessed on 14 April 2015)


http://eds.b.ebscohost.com/eds/detail/detail?vid=4&sid=61499e35-5e7b-4487-bbfb-ee35e357f0ba%40sessionmgr112&hid=112&bdata=JkF1dGhUeXBpZWNyLGNvb2tpZSx1cmwsYXRozW5zInNpdGU9ZWRzLWxpdmU%3d#db=e020tww&AN=516953 (Accessed : 17 April 2015)


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Appendix 1: Time Allocation

The time allocation is limited due to the fact that the research is taking place in a particular time (between June’ 2015 and August’2015). Therefore a snapshot will be drawn which makes the study cross sectional. (Saunders, Lewis and Thornhill, 2009, p. 155)

<table>
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<tr>
<th>Activity</th>
<th>Start Date</th>
<th>Finish Date</th>
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</thead>
<tbody>
<tr>
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<td>05/06/2015</td>
<td>24/06/2015</td>
</tr>
<tr>
<td>Reading secondary data</td>
<td>25/06/2015</td>
<td>30/06/2015</td>
</tr>
<tr>
<td>Creating data collection instruments</td>
<td>01/07/2015</td>
<td>07/07/2015</td>
</tr>
<tr>
<td>Administrating data collection instruments</td>
<td>08/07/2015</td>
<td>16/08/2015</td>
</tr>
<tr>
<td>Analysing primary data</td>
<td>16/07/2015</td>
<td>21/08/2015</td>
</tr>
<tr>
<td>Writing the early drafts</td>
<td>01/07/2015</td>
<td>25/08/2015</td>
</tr>
<tr>
<td>Analysing comments on drafts by supervisor</td>
<td>25/08/2015</td>
<td>27/08/2015</td>
</tr>
<tr>
<td>Revisions of drafts</td>
<td>28/08/2015</td>
<td>28/08/2015</td>
</tr>
<tr>
<td>Submission date</td>
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<td>31/08/2015</td>
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Appendix 2: Draft of the Cover Letter

This Cover Letter served as a tool to contact companies that were rated as valuable for the study via e-mail. Some of them were contacted further. It was sent to the companies based in India and Ireland.

In a later stage, interview questions were sent to the participants.

Dear Sir X/ Madam Y,


The opportunity to write this topic with company XY would be of great value to support the validity of my work. [Personalized part regarding company details]. Therefore, I would like to interview an HR Manager of company XY to explore the proper implementation of Talent Management in practice.

The above mentioned topic is going to be investigated for the organization based in India and Ireland. The study purposes to fill gaps discovered in the literature.

The interviewee should be able to explain the development of talent management and then give his personal opinion on the listed questions. The questions used for this purpose may be sent in advance. The final version of the statements can be anonymous, if requested.

The preferred scheduled interview period is July’2015. The submission due date is set in August’2015. The results of the work arising from the comparison of the interviews conducted as well as by comparison with the literature, I would of course then make available to give you a new perspective on the studied topic.

I would be very grateful for the possibility of holding an interview in your company.

Do not hesitate to contact me if there are any questions upcoming.

Thank you!

Best Regards

Ajay Bhatia
Appendix 3: Questionnaires

1. Does your organization practice talent management?
2. Is talent management used as a business practice or part of business strategy and why?
3. What are the key drivers behind your business employment value preposition?
4. What are the major future challenge/s in your industry in the next five years?
5. What are the core competencies needed in future to overcome these challenges?
6. How will these competencies help you in overcoming the challenges in future?
7. Does your senior management supports to practice talent management?
8. Do you get support from other line managers in implementing talent management?
9. Does HR fully understand the strategic goal of organization?
10. Do all line managers fully understand the strategic goal of organization?
11. What are the key core competencies considered as talent?
12. How did you map out these competencies?
13. What is your organization’s understanding on considering talent management?
14. Which talent management approach or model is being used in your organization?
15. What are the advantages of talent management in your industry?
16. How do you develop your talent with little or no budget?
17. What are all the factors to be mapped to implement a good talent management strategy?
18. What kind of problems faced in implementing talent management in your organization or industry?
19. What is identified as a missing link in between HR and line managers to practice talent management?
20. What are the suggestions you like to put forward to overcome these missing link?
21. What kind of trainings given to line managers and HR to implement a talent management strategy?
22. Does your organization meet the expectations of your workforce?
23. To what extend attrition of talented workforce may influence your talent development strategy?
24. What are the best psychological contracts being offered to retain talented employees?
25. Do you hire talent from outside?
26. Is it easily available?
27. How do you decide if hiring talent from outside is more suitable than developing a talent internally?

28. Is there any relation in between career and succession planning for employee and talent development in organization?

29. How do the both complement each other?

30. Is there any strategy enrolled to focus on poor performer?

31. Do talents need a few initiatives from the organization or can they be self-focused for their career?

32. Which are your talent management initiatives have most impact?

33. What are the talent metrics that your organization actually finds useful?

34. How do you engage your employees with the talent development practices?

35. Return on investment on talented employees- Can it be measured?

36. How do you measure it?

37. Return on expectation- Can you meet short-term and long term expectations of the stakeholders?

38. How do you measure it?
Appendix 4: Interview in Company A

This transcript serves as a summary of the held interview in Company A.

Respondent 1

The interview was held on 19th July’2015 with the CRM Head in IT-MNC based in India. The duration of this interview was approximately 1 hour.

Findings:

1. **Does your organization practice talent management?**
   
   I would say talent management is not just a responsibility of HR or Operations, it is joint ownership, where all the team come up together, I would say from Operations’s prospective, we have to identify the talent. HR can give us a talent but the identification of right talent from the business prospective is the responsibilities of the owners of Operations who have to identify it. Basis on it, we have to recommend what is the limitation my existing resources have and how can I improve on that, what is the limitation which my company has, which we cannot improve it in the existing resources so we hire those resources from outside because that is the limitation we cannot improve. To be with the simple example, let say my company has to expand into travel business and I do not have any travel process with me and I cannot give any kind of training which can compensate with the real experience which travel manager can have, so my HR take care in this case, we need to hire the key resources from travel industry so that we can bring that knowledge for, I would say it is a joint responsibility of Operations, HR and CEO, our company as a flagship to give rise to regular training and beside this, we should treat each stakeholders in business rather than boss and junior approach.

2. **Is talent management is used as a business practice or part of business strategy and why?**
   
   Talent management is part of their business strategy because they get funds from the top management to run this practice. That is the reason why we have a dedicated strategies for talent management.

3. **What are the key drivers behind your business employment value preposition?**
   
   Growth potential and quality workforce are always our key prepositions as the industry is changing, style of doing business is also getting changed, expectation of your customer is
getting higher and higher. To meet this challenges, we need quality workforce and together we can develop our good strategies to grow in our business in the competitive environment.

4. What are the major future challenge/s in your industry in the next five years, that you think, I could be there?

In the five years, I would say the biggest challenge is to hold on to the right talent, identification of who is right talent in your team. It is not that you have 1000 or 2000 people in your team and they all are right talent. So identifying the right talent, invest in them, train in them, groom them, so that we can adaptable and flexible as per market demand because these days we are actually focusing on ecommerce primarily beside this analytics parts, those are the core focus area of companies these days, they want to invest more on analytics of customer part as well as on the market which gives us the right information on customer’s buying pattern and other things which is useful in actually for ecommerce companies like Flipkart, Snapdeal and others, so we are going ahead with few business where we are focusing more on consumer and market analytics. At the same time, I would say the other key things which will be changing in the five years, that will be retail industry out for that ecommerce is there, call centers are there basically it just one percent of the overall retail segment which is almost 100 percent these days. So that one percent if its creating ripples right now, it is so small in proportion so I would say that in five much boom and every small and every big company will be fighting for this ecommerce space and within this space we actually will be not only increase our work to addressing more clients, we also have to be more data centric in term of data security, that one client’s information should not be passed on to second client and second client to first client, we need to build that confidence with our clients even if they are competitors, we have the those walls, information cannot pass to one process to another process, so our focus will be primarily on analytics, identifying the right talent, keeping up the right talent, training and developing the right talent, another point is moving with the trend of industry which is on analytics, another point would be I say ecommerce and meeting the confidence of clients, data security will be another issue, so I think these are the key things which will be there and I think we can build that confidence of client if we have the right certificate which gives us the vouch for the work we are doing in term of ISO 27001:2015 or 2014 or some other international certifications which actually build a confidence with our clients, yes we are right on the track.
5. **What are the core competencies needed in future to overcome these challenges?**

   For me the top three competencies, which companies are looking for-
   - Adaptability and flexibility
   - Problem solving and decision making ability
   - Handling and overcoming cultural issue in different geographical area

   And others

   - Data Analytics – understanding the consumer buying pattern
   - Marketing Analytics in terms of and market share

   Providing this information to clients for business and sell these information that we have done this analytics as our own so that there are buyers for that information and basis on it they can align their strategies. These are top three competencies basis on which our company align to meet up the future requirement of industry.

6. **How will these competencies help you in overcoming the challenges in future?**

   This answered is given above.

7. **Does your senior management supports to practice talent management?**

   Senior management has been a standing pillar. The only thing is to convince them through their enough data and analytics to showcase their decision or money is driven in the right direction and matching our goal meeting requirements. If we are unable to convince them, the budget would not be approved. We should not forget that the management is working in cost conscious environment. So, we have to showcase the benefits and align them the company’s goals.

8. **Do you get support from other line managers in implementing talent management?**

   There are also lot of convincing goals. We get this challenge because their initial goal is to manage just Operations. We have to make them understand, these trainings are not only meant to take their resources away from the Operations floor, have a blast of time and return to their floor. So, we conduct regular one-one sessions with them to create an understanding on the limitation of required competencies and how to fulfil this. If they see, their seniors or co-managers are actually helping them in controlling such constraints which is good for upcoming days. These training sessions are not only having benefits for the organization but also for them in term of
how there team will perform better with better competencies. So, I would say, these meeting actually help bridging those gaps.

9. **Do all line managers fully understand the strategic goal of organization?**

It is no, because only few of them are receptive to change. It is always like 60:40 split wherein, 60% are always get convinced and 40% remains stand still. But yes, most of the line managers are always ready to align with our talent management strategies, it is therefore, we always keep a strategy to get 100.0% from those of 60.0% convinced category. It is true to say that there are also few line managers are having their own personal ambitions and which they prefer more than the organization’s goal.

10. **Does HR fully understand the strategic goal of organization?**

HR normally does not understand fully. It is because the understanding on such strategies are always connected and accepted only at higher management level in HR and part of the middle and lower management not bother much about the profit and loss of business. It looks ok to me as these strategies carrying some confidential information of business and Operations which they do not want to be pass on to everyone in HR as every information is meant to everyone.

11. **What are the key core competencies considered as talent?**

A talent is one who is flexible to think of business prospective. Today’s high potential may not be high potential down in couples of months because situation may change in market and this high potential is not useful anymore. It can be understood with one example. Let’s imaging a pilot during a phase of recession is being offered to drive a bus and he ends up with mess as he is not aware much techniques and rules at the ground. Market is not stable anymore and it is getting changed then and there. This effects the overall scenario and force to change. Flexibility can be consider as a talent because it always drive to identify a change and gets adapted accordingly to run better show. Even both HR and Operations can find benefit with this if they talk to each other on this and set a requirement in well advance.

12. **How did you map out these competencies?**

The answered is already given above.

13. **What is your organization’s understanding on considering talent management?**
Our organization has three basic values as a part of their work culture and these are individual freedoms, creativity and imagination and treat each one as entrepreneur. This increases a confidence in them to handle things independently. Independent business assessment are given at the supervisor level, so that they can see the real profit and loss, how they can improve the overall value in the system, rather than given a team along with some targets such as low attrition rate, no penalties in service level, low abundance rate. This work culture drives a talent in them to come up with a suggestions or recommendations which are sensible.

14. **Which talent management approach or model is being used in your organization?**

Our talent management approach is providing regular training and focus on development of employees. The subject of training is not general or common to all rather it is based on the identification of required competencies. These identification process is not only carried up by HR or Operations alone. The entire process of training need identification involves supervisors, managers from Operations and HR both. Their goal is to increase their competencies. The rate a specific talent as growing, grown up and limitations. After training, we have a proper procedure to watch their improvement for the following two or three months.

15. **What are the advantages of talent management in your industry?**

The biggest advantage of having talent management, which is loyalty of employee. This keeps the employees with the organization at good or bad time which help to save expenditure to contact consultant to hire someone at tough time. The existing employee knows the organization culture very well which eases business transactions. They have good repo with other teams which increases their decision’s acceptability.

16. **How do you develop your talent with little or no budget?**

The talent management is possible with less budget as well. Few companies are coming in that line with less budget and they are hiring a good talent through their internal reference rather than paying a good amount to consultant. It is possible to tap a right talent through references from seniors and juniors.

17. **What are all the factors to be mapped to implement a good talent management strategy?**

To define a scope of talent management at each level of hierarchy by the stakeholders because at each level, it has different meaning and requirement. For example, we need a different strategy for to run talent management at manager level whereas, it requires a different style while
managing at executive levels. The second one is to involve only stakeholders to define its scope and the third is a regular calibration between different level on week basis, so the talent management would be practice in a right way with a good momentum. Fourth is to regular check of performance of new hire and existing resources after giving training to find the level of their improvement in their work or skillsets, to see how good they are for the business now and also hiring from outside basis the exact requirement of competencies. There are always indicators to find out if the talent management strategy is moving in the right direction or not.

For an example, we hired a manager from our competitor’s talent pool but this manager joined his previous employer within a week as they had offered him with a better salary. The HR could not find a best way to retain him, it is therefore the HR should keep their understanding upto the latest trends in market and develop their strategy accordingly.

18. What kind of problems faced in implementing talent management in your organization or industry?

We do get challenges. For example, we developed a competency to deal with off-shore clients and later on they realizes these competencies were not favoring as per expectation. The training on ‘Understanding Culture of Offshore Countries’ was one of them. At later stage, we re-evaluated and started giving trainings on voice of customers and voice of clients. A training should be given based on what are the issues being faced or how to control such issues? Another challenge is to agree on that these training would not give you return immediately and they have to keep some gap period to avail the benefits of such practices.

19. What is identified as a missing link in between HR and line managers to practice talent management?

We have differences. HR manager is focusing to hire a person basis only the job descriptions and key responsible areas but Operations team believe to hire exactly what they are looking for. The Operations keep their focus very specific in terms of required competencies and they know where they can find this specific talent and where but HR has its own sourcing ways. So, there is conflict between the two as the HR goes by the book and the Operations goes by experience.

20. What are the suggestions you like to put forward to overcome these missing link?

HR manager should come to shop floor to understand service level and work complexities towards driving service level agreements. The next step is to analyse the reason behind these
issues. This help them to understand if we are lacking with the talent or do we have any other limitation. They should also think beyond attrition and work culture. This way, we can close the gaps emerging while running talent management strategies.

21. **What kind of trainings given to line managers and HR to implement a talent management strategy?**

Leadership Orientation Program and Building Managerial Effective in 5 modules. Each module is assigned to develop a particular competencies and there is always a gap of 2 or 3 weeks before the participant assign to the next level of module to develop another competencies. This way we can check their improved efficiencies. We also certify the participants to check their overall improvement if he or she can work as a supervisor or manager. This is how we develop a talent internally.

22. **Does your organization meet the expectations of your workforce?**

It depends if their expectations are matching organization’s goals and we do our best to meet their expectation.

23. **To what extend attrition of talented workforce may influence your talent development strategy?**

It does not effect much if any entry level employee moves out but it is always concern seeing attrition above supervisor level. The reason is, he/she knows our work style and strategies and client’s requirement. Any replaced person will take his/her own time to understand these things.

24. **What are the best psychological contracts being offered to retain talented employees?**

There are many things such as hike in salary, offer next level or some other sort of gifts. You need these things now to retain your talented resources.

25. **Do you hire talent from outside?**

A developing a talent internally, which is already in the soup, it would not be seen as value addition. Another things is he would not give any benefit in his/her current portfolio because we are grooming them for the future challenge. He stay with us as he feels motivated within the organization. The grooming can be done by allowing them to participate in certificates courses such as Black Belt Six Sigma, PMP and ISO, which increases their interest and loyalty towards organizations. On the other hand, hiring from outside is expensive now a days. You pay to consultant and their long term association cannot be promised. They will take more time to get
into the organization’s culture. Also, there is no guarantee that a good performer of another company will perform well in your organization. So, organization/s should make their mindset that this practice is blend of both and it cannot work alone by internal or external. They need to decide what is best to do now. How many resources they need? Hiring talent only from outside is an expensive way and put down the motivation among the existing employees. This causes drop in their profit margin. On top of it, it is easy to retain the internally developed talent resources by giving them 10.0% -20.0% hike.

26. Is it easily available?
The answered is already explained in Question 25.

27. How do you decide if hiring talent from outside is more suitable than developing a talent internally?
The answered is already explained in Question 25.

28. Is there any relation in between career and succession planning for employee and talent development in organization?
Yes, it is.

29. How do the both complement each other?
Otherwise if you do not develop a succession planning then you may end up losing good resources. Due to inflations, the existing value of Rs.100 becomes Rs.90 in a year’s time. A person would try for a more hike and if the company does not pay to him just to keep their profit margin high, the chances to lose up a person goes higher. So, the net result is to keep profit and maintain a margin will help in retaining a person rather than hiring someone at higher price who is unable to sustain or to manage a good margin.

30. Is there any strategy enrolled to focus on poor performer?
Yes, we have.

31. Do talents need a few initiatives from the organization or can they be self-focused for their career?
There are two categories. The 70.0% are self-motivated and 30.0% requires motivation. Everyone has different upbringing. For example, a guy who is brought up in a village, if he needs to work in metropolitan, then he needs guidance from the seniors. Initially, this guy needs motivation in order to keep his focus on to upgrade himself, to fit into a novice environment or to
fulfil the requirements of his existing profile. He would not be good enough to work if a proper career and succession planning is not done for him.

On the other hand, a guy from a metropolitan must be well connected to other sources or networks who can advise him on, what to do and how to do. He immediately prepares a roadmap for his success and gradually moves towards achieving his personal goals or may leave the organization if we do not consider his personal goals. So with the passage of time, the organization should provide a platform to both with a proper career and succession planning for such talents. So, ultimately, a company should invest in the talent if the talent is self-motivated or not.

32. **Which are your talent management initiatives have most impact?**
   Regular communication with line managers at HR and Operations level. Their skills got groomed through various trainings.

33. **What are the talent metrics that your organization actually finds useful?**
   Training and development and EBITA.

34. **How do you engage your employees with the talent development practices?**
   It is difficult exercise. At present, they focus at EBITDA (Earnings before interest, tax, depreciation and amortization) to become stronger in their organization. EBITDA is earning margin and there is no harm in sharing these margins with the employees. It makes sense that there should be few rewards or incentives (extrinsic and intrinsic rewards) associated with profit. Keeping them happy with the fixed salary would not give long term benefits to organization as the carrot and stick approach is not applicable any more.

35. **Return on investment on talented employees- Can it be measured?**
   Yes, it can be measured.

36. **How do you measure it?**
   The return on investment can be measures by keeping a track of few metrics and make sure there are some minimum and maximum numbers or percentages to be associated with them as a benchmark. This will help you to measure a growth on a quarterly basis. If your EBITA is getting increased day by day which means your margins are increasing, focusing to reduce the penalties or cost. This will generate a confidence among the senior management and they will
agree with you to offer them (talents) with a few good rewards in order to retain them in business. At last, everyone like to work with you as they are getting a good results out of your work.

37. Return on expectation- Can you meet short-term and long term expectations of the stakeholders?
No, we cannot meet the expectation of everyone.

38. How do you measure it?
If their expectations are connected with the organization’s goal, we should aim and aspire to work with them. But if their expectations are not realistic irrespective of our organization’s goal, we should not focus on their expectations then. We have to focus on only few key things which carries importance for them such as organization’s mission and vision, CEO’s goal rather focusing each one expectation.
Appendix 5

Interview in Company A

This transcript serves as a summary of the held interview in Company A.

Respondent 2

The interview was held on 27th July’2015 with the Deputy Manager- HR in IT- MNC based in India. The duration of this interview was approximately 1 hour.

Findings:

1. **Does your organization practice talent management?**
   
   Yes, we do practice this. We are fortunate that our senior management and managers from Operations and other departments liked this concept talent management and we are supporting each other. At organization level, we do talent identification as per market analysis, business requirements and future requirements. We are having three groups- Senate, Federal and Champions and every group has month meeting on monthly basis.
   
   Senate- All VPs and AVPs are part of this group. They share their business analysis report and what all strategies are now to focus, how the progress on existing strategies and many more. These reports are based on the market reviews and client’s feedback report.
   
   Federals- All SDLs and Sr. Manager are part of this group to download the decided action plan and share their progress on it such as how to do successful execution and how to manage everything.
   
   Champions- All Managers and Asst. Managers are included in this group. They share the data or report of progress.
   
   All these groups are headed by CEO. The best part is all the department are open to share their issues inline to any strategy. I feel this is good idea to communicate with each other and focus together on one goal.

2. **Is talent management is used as a business practice or part of business strategy and why?**
   
   It is a part of business strategy. If you see HR as a department, it is keep evolving over time to time. From a source of hiring to source of training and development. We have seen entirely different strategies which are being developed and implemented during recession. So, I would say, the talent management is a new business strategy and its focus is mainly to create your
workforce which is more suitable for future and using this potential, we can also find out more opportunities to extent our business

3. What are the key drivers behind your business employment value preposition?

More profitability with quality of work force because they are highly depended on each other at present times. Now you can have different strategies to achieve this by providing best work culture, respect workforce diversity and focusing growth of talented employees.

4. What are the major future challenge/s in your industry in the next five years, that you think, I could be there?

From HR point of view, finding the right talent, retaining them and have a proper career and succession planning. The three of them are interconnected – For example, if you find two good resources at Asst. Manager level and they both are looking forward for the next level, wherein, only one person can be promoted but other cannot. How are we going to manage the retention or career growth of another person? May be the one who is not fit for the next level is one of the best talent at the existing position. If he leaves, then we need to hire a similar set of talent from outside, which is another challenge. And I do not think so, we can control this because everyone has a desire to fly and we have only few seats to offer.

5. What are the core competencies needed in future to overcome these challenges?

For me the top three competencies which are companies looking at -

- Skills to manage stress
- Enough flexible
- Most of the recent cases, we have seen that where a good performer is no longer good performer because of lacking these things. Rest are something which can be developed through good work culture and trainings on leadership development programs, sharpening managing skills and other similar trainings.

6. How will these competencies help you in overcoming the challenges in future?

Recently, in ted talks, I have seen the speakers were focusing more on stress management over motivation. Medical report data says stress is bigger issue than self-motivation. People love to come to work place but they feel stress if they cannot manage to target or meeting customer’s
expectation which are directly attached to your manager’s expectation. So, that’s why I said stress and flexibility.

7. **Does your senior management supports to practice talent management?**

   Yes always but everyone senior management takes decision basis on some data or promise, which we have to do every month in our meetings.

8. **Do you get support from other line managers in implementing talent management?**

   Not initially because they felt their all KRAs are subjected them to look into Operations first and there were also lot of convincing goals. We had to make them understand, how these strategies are associated with the growth of our company and our business. So, we conducted regular one-one sessions with them to create an understanding on the limitation of required competencies and how to fulfil this. But now, we are focusing together and seeing this concept as a powerful tool to manage high motivation in our work culture.

9. **Do all line managers fully understand the strategic goal of organization?**

   It is human behavior that we all have some personal desires or goals which led our behavior to act. Even Maslow pyramid says the same. So, it is obvious that you need to educate those who are new to your system and also need to inform new modifications to the existing employees

10. **Does HR fully understand the strategic goal of organization?**

    Your question is asking that comparison where HR was not even associated few years back. We used to get JD from the Operations and we were providing the resources mainly through job consultants. If you see, now a days things are changing very fast. New tools such as job portal and Linkedin are becoming the source of hiring resources. So I would say, to some extent, HR understands the strategic goals but not completely. We are still giving training to our team on talent acquisition and talent retention. On top of it, there is level of information which we can share with them or cannot. Few information is very critical to business which force us to share only that part, which is needed for them. We are also bound in the cycle of ISO 27001 which is for information security.

11. **What are the key core competencies considered as talent?**

    Same as I stated above- flexibility and capability of stress management

12. **How did you map out these competencies?**
Basis our conversation and performance management reports of good performers who later on started performing bad.

13. **What is your organization’s understanding on considering talent management?**

We are focusing at work culture which can meet the requirement of today’s world. We always focus in developing intreprenuer skills among all our employees. This increases the long term association between employees and organization. They remain self-motivated to do beyond their KRAs.

14. **Which talent management approach or model is being used in your organization?**

Regular communication between Senior and middle management. Continual improvement approach for all employees through regular training and focus on development of employees. Few trainings are given to only specific employee/s basis on training need identification. Regular improvement checks. In overall, I would say, it PDCA which plan, do, check and action.

15. **What are the advantages of talent management in your industry?**

We are seeing this concept very helpful. Developing intreprenuer skills actually helping our employees to become more flexibility in their mind set, which increases constructive coordination at 360 degree.

16. **How do you develop your talent with little or no budget?**

We started with less budget only. We already had resources and we just changed the way to manage work culture with new thoughts, plan, and better personality and career development sessions with our employees, providing training based on required skillset. Rest are something market trends. Five years back, the hike was maximum 15-20% and now it is 30-35% to potential employee. More and more retention focus for the talented employees.

17. **What are all the factors to be mapped to implement a good talent management strategy?**

The most important is know and understand the nature of your industry, see how it changing, what is expected out of this change, what is unexpected out of this change, how well we are to manage these expected and unexpected changes..i would say that’s all.

18. **What kind of problems faced in implementing talent management in your organization or industry?**
So far whatever I said, it is just a strength of concept. There are few challenges also associated with it. It is true to say that every coin has two sides.

The only challenge we got is to bring everyone on the same table which means, yes we need this practice. We had no guarantee that practicing and changing our strategies in line to follow talent management is a successful formula. It was just few analyst and business magazines in favoring of this concept along with the disadvantages associated with this. Those managers who feel the employees should be available on the Operations floor is the only way of doing production and making profit. We always had few questions whilst adopting this process.

- How effectively is the HR function delivering what I need?
- What will it cost me if I get my talent pipeline wrong?
- Which roles drive most value in my business, how do I best resource them and what is my cost of turnover?
- Finally, does every aspect of my talent strategy directly contribute to the business plan and to creating value?

19. What is identified as a missing link in between HR and line managers to practice talent management?

Nature of work is very different in two department. For example, Being into Operations, we can tell to our all customers what product we have, how it is better, value it has, how this help in future. But being in HR, we cannot share all information with everyone. We are bound to follow these things otherwise what is difference between confidential and public information. Most of the time, we get conflict with Operations while handling grievances. Their way is to direct things to HR and our way is to understand and examine things. We have to see how we can use this resource if he/she is not performing in one section of business.

20. What are the suggestions you like to put forward to overcome these missing link?

Having a conversation to analyse the reason behind these issues.

21. What kind of trainings given to line managers and HR to implement a talent management strategy?

We have mandatory training sessions at the level of Team leader and above. The main focus of these training to develop their competencies. These trainings are based on Kaizen, Value Stream
Mapping, DMAIC- Six Sigma, Leadership skills and Building Managerial Effective modules. Each module is assigned to develop a particular competencies. At present, we are having two Operations managers who also certified as Green Belt- Six Sigma. This way, we are also tracking our talent pool.

22. Does your organization meet the expectations of your workforce?
Yes, we do, if it is allowed as per our policies and procedure.

23. To what extend attrition of talented workforce may influence your talent development strategy?
If there expectations are not aligned with the organization’s goals, it is better to let them go. Always try to find out if a person is connected with our vision or not because it signifies his or her importance for our system.

24. What are the best psychological contracts being offered to retain talented employees?
Reward and recognition are seen as best psychological contract to retain any employee.

25. Do you hire talent from outside?
Yes, we do. For any instant requirement, if there is no talent internally, we have to hire from outside. A proper recruitment procedure is set for them. Upon selection, we introduce them first to our work culture through induction and then we allow them to go to floor.

26. Is it easily available?
It is answered above.

27. How do you decide if hiring talent from outside is more suitable than developing a talent internally?
If we do not have the right talent internally, then we are left with only one choice of hiring a talent from outside. Rest, it is depended upon what level are we hiring for?

28. Is there any relation in between career and succession planning for employee and talent development in organization?
Yes it has.

29. How do the both complement each other?
They both are linked with each other. If you have talent inside, you have to retain him/her. How can they be retained? It is only when they see any benefit in staying with us. So, you need a
proper career and succession planning for them which includes their skills development, few rewards to be associated with their performance and of course internal job promotions.

30. **Is there any strategy enrolled to focus on poor performer?**

Yes, we are improving their skillset by giving various training and regular feedback. We terminate their services only if they have done something which is non-compliance to business.

31. **Do talents need a few initiatives from the organization or can they be self-focused for their career?**

According to me, they need initiatives from the organization. Self-motivated do also need path and drive to confirm if they are heading to right direction or not.

32. **Which are your talent management initiatives have most impact?**

Training and development, regular meeting in groups, business strategy discussion involves managers of all departments.

33. **What are the talent metrics that your organization actually finds useful?**

- Recruitment and hiring
- Performance and management
- Mobility
- Cost of workforce
- Turnover and retention

We are focusing all of them equally and keeping their target at 20.0%. But at times, we need to focus at one prospective more than other.

34. **How do you engage your employees with the talent development practices?**

Training and feedback, performance trackers, improvement trackers, rewards and recognition ceremonies, top performer awards and internal job promotion.

35. **Return on investment on talented employees- Can it be measured?**

Yes, it can be measured.

36. **How do you measure it?**
Return on investment is always close to profit margin. For this, we have our dedicated financial team who is more authorized to answer this. But in the recent meaning, we have seen our figures are going up.

37. **Return on expectation- Can you meet short-term and long term expectations of the stakeholders?**

38. **How do you measure it?**

Yes, it requires data analysis which show how we are performing at present and what can we expect in future. We can also show that how our current business strategy is good for future challenges. How well are we ready to deal unexpected changes? I am sure, any stakeholder get an idea of getting benefits in future.
Appendix 6: Interview in Company B

This transcript serves as a summary of the held interview in Company B.

Respondent 3

The interview was held on 26th July’2015 with the Group Manager in IT- MNC based in India. The duration of this interview was approximately 1 hour.

Findings:

1. **Does your organization practice talent management?**
   Yes, we are practicing the talent management because talent or skills are the key drivers of our business and without it, we can go to customers.

2. **Is talent management is used as a business practice or part of business strategy and why?**
   In our industry, talent management is seen as a business strategy.

3. **What are the key drivers behind your business employment value preposition?**
   Quality of workforce is one of the important factors as they are into service industry, customer contacts them seeing the skills of their employees. Along with this, employee skills development is another factor which they have to look for to sustain in market competition.

4. **What are the major future challenge/s in your industry in the next five years?**
   The two challenges to any industry at any geographical area is to manage cost and time to market. This stands true for their industry as well and they are also focusing at. The two key areas where initiatives are needed- cost reduction and automation. Cost reduction initiatives will help to control the operating cost and automation will drive the time to market. Also, he stated that quality of workforce is always needed to survive in business. At times, you find quality workforce but still unable to find the solution to reduce cost and delivering fast results.

5. **What are the core competencies needed in future to overcome these challenges?**
   They mainly focus at cross skilled employees and the same is defined in their talent management strategy. For example, if they need to hire any software developer, then they also focus at if this new hire is also skilled to work in the data center. Cross skilled employees are getting increase in demand.

6. **How will these competencies help you in overcoming the challenges in future?**
The competencies such as cross skilled will help to reduce the cost and boost the service by reducing the time of action. It is an easy process to set automation system, when the employees are cross skilled and in future there will be high demand of automated system.

7. **Does your senior management supports to practice talent management?**
   Yes always as this is a demand of the industry now.

8. **Do you get support from other line managers in implementing talent management?**
   Every managers understand this requirement as the flow to accept this practice is coming from top to down. So, the managers are not challenges. The issue comes from their team members who are restricted to change to any strategy.

9. **Do all line managers fully understand the strategic goal of organization?**
   Yes, as explained above.

10. **Does HR fully understand the strategic goal of organization?**
    Yes, they do understand the strategies. They are one who get the suggestions from down to top and vice-versa. Without them, it is not easy for to set up the strategies such as talent management.

11. **What are the key core competencies considered as talent?**
    We do not evaluate talent based on one parameter. The only and only thing needed in the service industry is to deliver the right service at the right place. Flexibility, value added service, trust and transparency are also important factors to evaluate to some extent.

12. **How did you map out these competencies?**
    It is answered above.

13. **What is your organization's understanding on considering talent management?**
    There is no single line answer. We are looking at all aspects of talent. This includes hiring experienced workforce or fresh graduate workforce. Regular training are given to them. For every developed skilled, we do have a performance tracker to check if they are meeting the goals or not.

14. **Which talent management approach or model is being used in your organization?**
    Hiring fresh graduates or experienced workforce from outside, regular training and performance checks, multi-skills development programs and cost reduction. On top of it, the respondent was not comfortable to share the more and concrete information on their talent management model.
15. What are the advantages of talent management in your industry?

There is advantage associated with it. There is always scarcity of resources in terms of any specific skills, sometime we do compromise to get the right people at right but still we need to meet demand and supply. It is good that we start working to find any specific talent even before the actual project starts up.

16. How do you develop your talent with little or no budget?

Every talent development requires a cost. It can go towards up or down depending on the cost of having that particular talent. Sometimes it is too minimum that you can neglect or sometimes, it is too expensive. So, a budget is always there and senior management knows this well. We have a cycle under which we take freshers, semi-skilled employees and train them to develop their knowledge and skill-sets.

17. What are all the factors to be mapped to implement a good talent management strategy?

To implement a good strategy is depended on various factors and analysis-

- Size of the organization
- Budget to practice such strategies
- Industry status
- Availability of talent outside
- Retention is another factor

18. What kind of problems faced in implementing talent management in your organization or industry?

There is no any key challenges coming from the senior management and they are equally focused on talent management strategy. The real challenges arise when we talk about the executive at the starting level of hierarchy and the two challenges are there such as - getting a right talent at the right time and the motivational issues within team as sometime people show restrictions against changes in industry or working styles. Also, we have noticed that most of the team members show less motivation for any task which is not adding any value at present but its need is very high in the future

19. What is identified as a missing link in between HR and line managers to practice talent management?
Not in our organization.

20. **What are the suggestions you like to put forward to overcome these missing link?**
   There is no such missing link identified.

21. **What kind of trainings given to line managers and HR to implement a talent management strategy?**
   This answer is more or less inclined with the HR department.

22. **Does your organization meet the expectations of your workforce?**
   This question is actually for HR. There are parameters by which we can find out this information. One way is just to look at the attrition rate of the organization. Increasing attrition rate indicates that the employees are dis-satisfied with the organization’s culture which means are practices are less motivated for them. This is entirely depend upon the organization how to make such strategies.

23. **To what extend attrition of talented workforce may influence your talent development strategy?**
   I cannot respond this question in regards to our organization. In general, it is highly depended on the external environment. If the replacement of the existing talent is available, then it would not effect much.

24. **What are the best psychological contracts being offered to retain talented employees?**
   There is not a single strategy on this. It carries from person to person. To offer a psychological contract, we need to understand their immediate requirements. It could be economical, emotional or stress, highly focused on luxurious things and they wanted to reach there at earliest. Accordingly, you can offer best way to retain them.

25. **Do you hire talent from outside?**
   Yes we do hire.

26. **Is it easily available?**
   Sometime yes or no.

27. **How do you decide if hiring talent from outside is more suitable than developing a talent internally?**
   It is entirely depended on two factors such as firstly demand and supply and secondly time. If you have time to develop a talent internally and upgrade their skills as per the future requirement. Then many organization focus primarily to develop a talent internally with the help
of trainers. On the hand, if the time is less and we are short with a talent which is actually needed to fulfill our requirement in present or future, then we hire the skilled workers from outside.

28. Is there any relation in between career and succession planning for employee and talent development in organization?

It is important to give them goal to develop themselves within the organization. It is a part of motivation and very organization follows it. Organizations also have strategies and plan, how an employee would stay here longer with us. If any talented employee feels that his growth clock is stopped and cannot see any further progress within the organization, then line manager and HR create a roam for his growth by offering a new role. So, career and succession plan is always needed to retain such talented resources.

29. How do the both complement each other?

It is answered above.

30. Is there any strategy enrolled to focus on poor performer?

We always tag performance and differentiate who all need improvement. This contribute to organization in many ways such as development of internal workforce, create motivation by polishing their strength, by understanding their beliefs, like and dislikes. Training and shifting their career cycle to their interest area, can improve their performance level.

31. Do talents need a few initiatives from the organization or can they be self-focused for their career?

Four to five years back, people were self-motivated. Now due to all industry changes, the roles are changing, nature of working getting changed, new ways or technologies are coming in market to do a business, new designations are getting created. People are not really aware of all these things. If they aware, then they do not lead. So, we are working hard on motivation these days.

32. Which are your talent management initiatives have most impact?

We have found talent retention strategy and cross training initiatives, where we discuss their talent upgradation as per their objectives.

33. What are the talent metrics that your organization actually finds useful?
We follow all the metrics such as training and development, retention model and few expensive trainings are also being offered basis on the terms and conditions such as job continuity contracts for a particular duration.

34. **How do you engage your employees with the talent development practices?**

There are various formal and informal ways to engage them. It is all depended on front line manager, how they want to strategies this. This can be managed by-

- How well you do deal with people?
- How you align them with various activities or initiatives at organization level such as team building exercises and skills upgradation strategies?
- How good the company is growing?

By such practices, they feel sense of job security and develop a faith on organization’s practices, which results into motivation at work place. This also helps us to control attrition to some extent.

35. **Return on investment on talented employees- Can it be measured?**

Yes, it can be measured.

36. **How do you measure it?**

Return on investment can be measured by P&L (profit and loss) by calculating the value today as compare to the prior days when it was started. Secondly, the customer satisfaction survey which can be done basis yearly or half-yearly or quarterly. This result of the survey shows that how good we are in providing our services and how good our talented resources are?

37. **Return on expectation- Can you meet short-term and long term expectations of the stakeholders?**

Yes, we do.

38. **How do you measure it?**

Yes, it can be measured. Our regular formal meetings with the senior management where the discussion are always made basis some facts and figures.
Appendix 7: Interview in Company B

This transcript serves as a summary of the held interview in Company B.

Respondent 4

The interview was held on 20th July’2015 with the Assistant Manager- HR in IT- MNC based in India. The duration of this interview was approximately 35 minutes.

Findings:

1. Does your organization practice talent management?
   Yes, we are practicing the talent management because it is the requirement of both- organization and employee. Organization wants best employees and employees want best career and rewards.

2. Is talent management is used as a business practice or part of business strategy and why?
   We are seeing the talent management as a business strategy. We map the talents at organization level as per our business requirement. Our recruitment strategy is directly depended on competency management strategy and learning & development strategy.

3. What are the key drivers behind your business employment value preposition?
   Quality of workforce is always one of the important factors for any HR department. How to develop a good work culture for them is one of our KRAs. Being into service industry, it is essential for us to align our workforce development to meet our customer’s expectation which in turn increases our business brand value. For the same reason, this is why we have quality of workforce as our value preposition.

4. What are the major future challenge/s in your industry in the next five years?
   Long term association of an employee in organization. Employee’s expectation are changing with a high pace and they are taking the ownership of their career especially the young generation. They do not like traditional style of association. Recently, what we have noticed that the people are more inclined to higher salary and better position now. Moreover, people has become more aware about industry. Most of our employees tend to leave the job after 8-9 months or 1 year at maximum. Today’s young generation feel that they can get new job anytime anywhere, as they are getting a wider platform within the existing organization to develop their skills regularly.

5. What are the core competencies needed in future to overcome these challenges?
Flexible and creative mindset are needed as a core competencies. Even at present, person with flexible and creative mindset setting a good growth in their career. Look at employee hiring pattern of Google, Facebook or Linkedin. They just wanted people with creative and flexible mindset. They are analysing their requirements and accordingly lay a map to hire or develop a skill. But they are also focusing to introduce a new culture in practice which is called work-life balance. These companies know that this cannot only bring stability in employee’s behavior but also can control attrition to some extent. For Ladies, the companies are offering work from home.

6. **How will these competencies help you in overcoming the challenges in future?**

These competencies can readily understand the customer or business requirement. They try their best to deal with the associated challenges. I tell you one example. At one of our centers, we ran a contest to bring innovative idea which does not involve much cost and can help the organization to some extent to increase its profit. We got wonderful answers, such as when our employees go on break, they should switch off the monitor which in turn reduce the electric consumption and hence cut the energy bill.

7. **Does your senior management supports to practice talent management?**

Yes they do.

8. **Do you get support from other line managers in implementing talent management?**

It is mixed of both – agreement and disagreement of managers. While upgrading the managers with the new style of managing business or people, sometime they focused to their old methods which have generated successful results in the past. Sometime, they do feel that if this concept is good to achieve success or not and they hesitate to practice this. But on the other hand, we get a good support from the senior management as they are willing to re-design the process of managing the talent. So this gives us a solution to target these changes under the parameter of KRAs at managerial level.

9. **Do all line managers fully understand the strategic goal of organization?**

Yes, most of them.

10. **Does HR fully understand the strategic goal of organization?**

Yes, they do understand the strategies. It is very simple and obvious to say that the Operations team can understand sales better than HR and similarly HR team can understand performance
management system better than Operations team. We hardly get any issue while addressing the importance of such changes.

11. What are the key core competencies considered as talent?

Flexible and creative mindset

12. How did you map out these competencies?

It is entirely based on the current trend of market and business evolution.

13. What is your organization’s understanding on considering talent management?

We have only one understanding that is this is our new key responsible area. We all are practicing it. Senior and middle management, HR, Operations, IT and Accounts are all supporting each to make it successfully.

14. Which talent management approach or model is being used in your organization?

Our model is divided three parts- Perform well, Grow in role and the last is next role.

- Perform well- It is to improve current performance by the support of supervisor or learning tools.
- Grow in role – It is to introduce new skills or entirely new knowledge to bring the development in current role.
- Next role- It is to develop a skill or relationship that will meet long term-business goal.

So, our work environment is made of education, experience and exposure.

15. What are the advantages of talent management in your industry?

There are various advantages associated with it such as hiring a right talent, retaining the best talent, better hiring, understanding employees better and better professional development decisions. This caused less attrition, which means lesser expenditure on hiring. New employee cost the company 30-60% more than the existing employee in term of compensation only. It also helps in balancing employee’s interest.

16. How do you develop your talent with little or no budget?

It is very much possible to develop a talent within the organization even with less budget. At present all the organizations have a corporate training team and their main KRAs is to carry out the training need identification and based on the outcome, they need to provide a training session to the required audience. This is one way. Second is, sharing a skill upgrading techniques videos or articles on the intranet portal. Let your team members to go through this stuff on intranet and
then call some activities such as quiz or quick puzzle to find the utility of that knowledge. You have to motivate them towards the positive side of learning the new skills. Moreover, weekly interaction while grooming these talent to be done by relevant team is very successful. Regular inputs to create a new ideas to develop any skills.

17. What are all the factors to be mapped to implement a good talent management strategy?

- Industry’s requirement as of now and in future
- Well planned roadmap
- Support of senior management to your strategy
- Regular inputs by Operationsal and HR managers

18. What kind of problems faced in implementing talent management in your organization or industry?

We had to redesign our process from recruitment to training and development, from performance management at employee level to performance management at organizational competitiveness. While re-designing, you have to call meetings with different departments and educate them on these new practices. As it is a big organization and different departments involved, so we can say that it is a very tough exercise.

19. What is identified as a missing link in between HR and line managers to practice talent management?

We have not seen any big issue between HR and Operations. But yes sometime, we do have some agreement and disagreement inline to any policy or procedure or process.

20. What are the suggestions you like to put forward to overcome these missing link?

Cross communication and cross trainings.

21. What kind of trainings given to line managers and HR to implement a talent management strategy?

We are providing series of trainings to our managers so that they can understand this concept. The objective of these trainings are to create an understanding to identifying the organizational goals, organization’s drivers and challenges, how to identify gaps, process to address gap and communicate contribution. There are few trainings which are meant only for HR managers and few are only for Ops managers according to their specific KRAs. This is a part of our grow in role stage.
22. Does your organization meet the expectations of your workforce?
   Yes, this is one of the KRAs, we are targeting.

23. To what extend attrition of talented workforce may influence your talent development strategy?
   It depends how unique value that talent possess. Also, the attrition of a talented manager has higher effect than the attrition of entry level employee.

24. What are the best psychological contracts being offered to retain talented employees?
   It is entirely depends on their needs and goals. Accordingly, we strategize our way to retain them.

25. Do you hire talent from outside?
   Yes we do hire.

26. Is it easily available?
   It is not so easy. It depends on various factors such as requirement of business, skills availability internally or externally and right budget to offer during hiring. If we do not get skill from outside, we communicate our internal team to groom employees internally.

27. How do you decide if hiring talent from outside is more suitable than developing a talent internally?
   It is covered on above question.

28. Is there any relation in between career and succession planning for employee and talent development in organization?
   Yes, it does. In our organization, the maximum employees are under the age of 40. They are so focused at their career path and also, they are connected very well on social media such as Facebook or Linkedin. It is obvious that they are using social media to find the next best option to work with. These activities are associated with attrition, race to move up on the ladder and high packages and many more. You cannot stop this things but yes, you can control it with career and succession planning to them.

29. How do the both complement each other?
   It is same as answered above.

30. Is there any strategy enrolled to focus on poor performer?
Yes, we do have various development plans for them such as regular training or regular feedback to improve their performance level. Moving them to different domain where we feel their skillsets are more suitable for.

31. **Do talents need a few initiatives from the organization or can they be self-focused for their career?**

At present, you find both kind of talents, who are self-motivated and another one who needs a few initiatives. Usually, a self-motivated person is good in leadership skills and they are always clear with what is their next goal. Whereas, the other person needs a goal from our end. But on providing a goal, they focus very well to raise themselves to meet the existing benchmark.

32. **Which are your talent management initiatives have most impact?**

Respondent 3 stated that they have found talent retention strategy and cross training initiatives, where we discuss their talent upgradation as per their objectives.

33. **What are the talent metrics that your organization actually finds useful?**

- Training and development
- Retention strategy

34. **How do you engage your employees with the talent development practices?**

Answered above

35. **Return on investment on talented employees- Can it be measured?**

Yes, we can do measure it. For this, every organization has defined their performance management system. The metrics are defined based on the requirement of clients, may be one client look for quality more than productivity and another client wants quality and productivity equally. So, to do this, we need analyse our data on daily basis. Activate performance improvement plan to target specifically what needs to be improved. We can also use, CSAT reports and clients feedback for this.

36. **How do you measure it?**

Yes, it is same as answered above.

37. **Return on expectation- Can you meet short-term and long term expectations of the stakeholders?**

Yes, we can measure it.
38. How do you measure it?
   Yes, it can be measured. We have well planned meetings with the senior management at regular intervals to discuss this.
Appendix 8: Interview in Company C

This transcript serves as a summary of the held interview in Company C.

Respondent 5

The interview was held on 10\textsuperscript{th} Aug’2015 with the CM-Engineer in IT- MNC based in Ireland. The duration of this interview was approximately 30 minutes.

Findings:

1. Does your organization practice talent management?
   Yes certainly and we are only focusing at training and development, employee satisfaction, performance tracker, regular discussion on targets and its challenges and offering a good career or solution to their needs, which can motivate them enough to lead with the passage of time. This sometime gets challenging because our key HR team is based in London not here but still our supervisor are well enough to drive this in coordination with HR team through video calls, telephone calls and emails. So far, we have not received any feedback internally here by our team members which say they are not happy with the practices of communicating with HR using technology.

2. Is talent management is used as a business practice or part of business strategy and why?
   Talent management is part of our business strategy and it has a scope for everyone here from top management to new joinees. We have training and development session for all level employees. The ultimate goal behind these strategy is to develop a flexible workforce management which further help to deliver cost effective, scalable and rapid solutions tailored to the business or client’s requirement.

3. What are the key drivers behind your business employment value preposition?
   Quality of workforce to get a good business for us.

4. What are the major future challenge/s in your industry in the next five years, that you think, I could be there?
   In the five years, I would say the biggest challenge is to understand the consumer behavior, employee behavior and technology. They are all changing with a high speed because of new desires and expectations, new goals and findings new ways of achieving goals. We can say that the information technology is giving both positive and negative results. Look at a new way of doing business which so impossible without the technology and the talented employees.
5. **What are the core competencies needed in future to overcome these challenges?**

   According to me, only one competency is needed which creates psychological empowerment – Open minded to work as a true team player and focus on one goal at a time. Because, everyone bring their own motives and priorities which brings challenges and increases the issue. Rest all the competencies such as passion to win, result orientation approach, team development or team management many more in the same are associated with it.

6. **How will these competencies help you in overcoming the challenges in future?**

   First we need to understand the future and its demand rather than jump on the conclusion. As you were talking about talent management. You probably could have seen many articles which speak in favour of its practices or not in favour.

   We cannot deny this fact that everyone likes to fulfil their personal goals but also they have some strengths and weakness too and more important, our world is changing. We need to see how to align all of them together to get a benefit not for only us but also for our employees or co-workers. This is only the way to mitigate the future’s challenges.

   As far competencies are concerned, every time you need a different set of requirement which may or may not be readily available. So, in such cases, either we search for it or develop it internally. A business meaning of outsourcing is exactly the same.

7. **Does your senior management supports to practice talent management?**

   Yes, they do.

8. **Do you get support from other line managers in implementing talent management?**

   Yes, because these strategies are formed at higher management. The middle management accepts this as one of their KRAs. At entry level, the employees see such practices very valuable due to its vision to promote good career development.

9. **Do all line managers fully understand the strategic goal of organization?**

   To some extent no. Because there are few people who are not agreed with few of the management decisions and they feel these activities are waste of time and money to some extent. They believe in the old school thought process to hire good graduates from good school or universities and rest it would generate good results.

10. **Does HR fully understand the strategic goal of organization?**
Yes, and that is the reason they keep involved us in many activities to improve work culture, motivation, various trainings on team building, leadership, decision making, handling challenges, work-life balance and many more.

11. **What are the key core competencies considered as talent?**
   Quick resolution and potential to make changes are the two set of characteristics what are in demand now a days.

12. **How did you map out these competencies?**
   Seen the recent challenges and client’s expectation, I have said the above two points.

13. **What is your organization’s understanding on considering talent management?**
   We found this practice very useful in deciding, what talent we need and what we are missing at presently. What kind of requirements emerging for future. That’s the only objective we have noticed so far.

14. **Which talent management approach or model is being used in your organization?**
   We are just focusing at on the development of employees and their skillset. We keep updating them what is going around in our industry. What are the new innovation taken place recently? Rest is something, what we call performance mapping.

15. **What are the advantages of talent management in your industry?**
   Our industry is changing with a good pace. To manage uncertainty like high attrition rate, de-motivation of team members, some techniques are always needed. To be honest, while doing my higher studies, we heard only motivation, performance management and other similar key words. But, we are seeing how well HR is planning for the future challenges now with the help of proper analysis and has introduced a concept of talent management. The only advantage which I feel personally is if HR considers me as one of the talented employee then I feel my job is bit secured in this competitive world.

16. **How do you develop your talent with little or no budget?**
   We started one exercise named as Mentor- Mentee program, wherein a good performer are provided a team of medium performers. The program included a regular coaching, how to think fast and make a quick solution. To run this program, we had divided the team into three. A, B and C. A were our high performers, B were our medium performers and C were our low performer.
At every level, we set a target to cover in a weekly, quarterly and monthly basis. Few low price rewards were also included upon improvement and it worked well. To run such program, few analytics are needed on such as, what is your current work efficiencies and how to increase an efficiencies. Rewards is a part of an appreciation but before that a plan is needed to achieve it.

17. What are all the factors to be mapped to implement a good talent management strategy?

Industry and client’s requirement should be understood first. Basis on that, prepare your strategy on recruitment and development of existing employees. HR should know the latest trends in the industry.

18. What kind of problems faced in implementing talent management in your organization or industry?

Team profiling and redeployment are seen as an issue in this fast changing industry. Providing software solutions and forming a new software is always a challenge and sometime, it effects the overall profit margin. With less profit, it is difficult to run any project at times.

19. What is identified as a missing link in between HR and line managers to practice talent management?

According to me, sometime we do have disconnections between HR and Operations. For example- When HR recruits, they look and match person just according to the job description and few other personality checks. But in our industry, the quality of solution is how fast we are in resolving issues. I have seen few examples, where a person academic scores are well matched to our standard but they are not fast in producing solutions. I feel, we need both kind of manpower and the selection should not be done just on the basis of scores.

20. What are the suggestions you like to put forward to overcome these missing link?

A better coordination and more communication with Operations while making policies and to make decision, what is talent according to us because end of the day, we deal with customers or clients not HR.

21. What kind of trainings given to line managers and HR to implement a talent management strategy?

The GROW approach is a recommended one for managers to use when coaching others. This includes:

G – Goal – help the person identify the goal they want to achieve.
R – Reality – establish where the person is now with regard to his / her current skills mix.
O – Options – what are the various options regarding how the goal might be achieved.
W – Will – get the coach to identify and sign up to how much they want to achieve the goal and how much effort they are therefore prepared to put in.

22. **Does your organization meet the expectations of your workforce?**
   Yes, I stated above.

23. **To what extend attrition of talented workforce may influence your talent development strategy?**
   Yes, attrition effects always not our talent management strategy but everything. We always try our best to retain a person by offering best.

24. **What are the best psychological contracts being offered to retain talented employees?**
   - Good working environment
   - Career and succession planning
   - Regular focus on their development
   - Best price offer to best talent

25. **Do you hire talent from outside?**
   Yes, we do but we do not have any big set up here in Ireland.

26. **Is it easily available?**
   Not easily, because in IT industry, it is very challenging to find the exact qualities what is needed.

27. **How do you decide if hiring talent from outside is more suitable than developing a talent internally?**
   It is entirely depends on the availability of talent. If we are looking for any particular skill which is not readily available inside our organization, we will definitely hire for outside

28. **Is there any relation in between career and succession planning for employee and talent development in organization?**
   Yes a lot. I would say that employees feel there is something for them which they can achieve. It includes a good learning curve, work experience and, of course, growth in hierarchy. A person who knows that I am doing well at my work, are always look for what is next. Such people always learn and adopt a new concept pertaining to work culture or understands the business requirement better or perform well to manage good results.
29. How do the both complement each other?
   Answered above.

30. Is there any strategy enrolled to focus on poor performer?
   Yes, we are doing this in our Mentor-Mentee program.

31. Do talents need a few initiatives from the organization or can they be self-focused for their career?
   It is always because wood cannot catch fire its own. What, if resources are highly self-motivated but they do not get a proper support at organization level or under working manager. At gradual pace, they will lose their motivation or just do what is asked without any innovation or self-initiative. Further I would say, there are differences in one ability as compare to others, how to manage a better or create better.

32. Which are your talent management initiatives have most impact?
   Creating Mentor is increases loyalty of those who are working as mentors and B and C performer feel that we are doing something for them regularly. I can say a focus at career and succession plan has most impact.

33. What are the talent metrics that your organization actually finds useful?
   Career and succession planning.

34. How do you engage your employees with the talent development practices?
   I would say, a regular supervision on their performance as I stated above in Mentor- Mentee programs and motivate them to participate in such exercises.

35. Return on investment on talented employees- Can it be measured?
   Yes, it can be measured.

36. How do you measure it?
   Client’s appreciation, more business and ofcourse profit margin. These are only way to map out return of any investment in any business.

37. Return on expectation- Can you meet short-term and long term expectations of the stakeholders?
   Yes, we can.

38. How do you measure it?
   Seeing a good profit margin, anyone would feel that we are leading in the right direction.
Appendix 9: Interview in Company D

This transcript serves as a summary of the held interview in Company D.

Respondent 3

The interview was held on 15th Aug’2015 with the Software Consultant in IT- MNC based in India. The duration of this interview was approximately 90 minutes.

Findings:

1. **Does your organization practice talent management?**
   
   Yes, we do as our HR team has a concrete plan to practice it. Probably, HR can answer this question better. But what I have seen so far is, our HR team has redefined the growth structure for everyone. This looks easily approachable and also energizing motivation among team members.

2. **Is talent management is used as a business practice or part of business strategy and why?**

   I can say it is business practice as of now because I am not in picture of any such strategies. Probably my manager can answer this better.

3. **What are the key drivers behind your business employment value preposition?**

   Ireland is rising as IT hub in entire Europe. So we do not need employees who are not only good in software and sales but also skilled in language/s other than English. It is very difficult to get the both the skills together. To successful in our business, we are focusing at good quality of workforce who can understand our work requirements and also our work culture diversity so that we can meet out targets.

4. **What are the major future challenge/s in your industry in the next five years?**

   For the next five years, we are looking at things strategically. For example, we are opening a new branch office in Spain due to easily availability of talents. This will improve our quality services in cost effective manner. So, to expand business to another location will help to interact with new people which increases your decision making potential
   
   • Having multi- skills
   • Developing multi-skills
   • Improved quality service in less cost
   • Instant decision making skills

5. **What are the core competencies needed in future to overcome these challenges?**
Technology is changing very fast now days. So, we are also releasing our products in markets rapidly. In such context, a person having a good and updated knowledge on technology such as database.

6. **How will these competencies help you in overcoming the challenges in future?**
   With these competencies, we can take instant decision to solve our market’s requirements. In our industry, we cannot survive without instant decisions If there is any technical issue in software, you have to act quickly. If you are having good latest knowledge on this, your decision making becomes better.

7. **Does your senior management supports to practice talent management?**
   Yes, they do. For example, a regular interaction with HR spoc and secondly a huge focus at training and development.

8. **Do you get support from other line managers in implementing talent management?**
   Yes we do get their support and they keep involving us in the cross trainings as well so that we can develop other skills such as support team skills, sale team skills and others.

9. **Do all line managers fully understand the strategic goal of organization?**
   Yes, I think so. Managers and HRs are involved in various conferences and discussions. I think the aim of all these is to understand the better ways of managing business.

10. **Does HR fully understand the strategic goal of organization?**
    Yes, they do and they support us to all feasible extent.

11. **What are the key core competencies considered as talent?**
    Flexible mindset with proactive behavior and good decision making

12. **How did you map out these competencies?**
    Based on our requirement. Let’s understand the technology area, you never know when you get any issue or any associated factor which can turn into issue. So if a person is having proactive nature, he may resolve that factor on time which is on pre-stage. From business point of view, this behavior is also needed to survive in a competitive market. On top of it, a person should have enough passion towards information technology so that he can learn new practices and basis on it, can take good decisions.

13. **What is your organization's understanding on considering talent management?**
It is very important to have talent management practice in organization. Because of talent management, we can setup a standardized practices to improve skills sets and to recognize the talent resource for a next level.

14. **Which talent management approach or model is being used in your organization?**
I am not aware of any particular model. But yes, we are following the work culture as other American companies such as Dell and Microsoft do follow. Of course, providing training to employees is one of them. We are getting certificate on completion of such trainings which is good for next level in my career and also a source of self-motivation. Also, it increases the knowledge of existing resources within the organization. So rather than getting someone from outside, the HR can match the requirement internally and move person to new profile accordingly. I have a degree in Cloud Computing but my other existing team members have been moved into my team due to their internal certifications which are being facilitated by our organization. So, these employees value the efforts done by organization for them.

15. **What are the advantages of talent management in your industry?**
Talent management brings standardization in organization’s practices. Another one is, when your team size is growing rapidly, you need this practice to make sure we are upgrading the skillsets equally to cope with the business changing environment. This brings motivation among employees. Secondly, it generates confidence within people that they can work in any another branch which is located at some distant country. So, developing talent internally and moving them from one location to another as per business requirements turned easier.

16. **How do you develop your talent with little or no budget?**
Hire people who are passionate about technologies so that they remain self-motivated to learn new things in order to increase their knowledge and skillset. For this, they can use Youtube or free data which is available on internet. So, such trainings are not at all expensive and we do not need to spend anything to make this culture activated. In return, you get motivated work culture and employees who can be aligned well to the requirement of your work target business.

17. **What are all the factors to be mapped to implement a good talent management strategy?**
HR should know the business area such as technology, business requirement and business challenges.
We should have better communication within team and also with other departments such as HR. For example, few team members got moved into another team and a clear reason was not communicated to them for such strategy. This creates de-motivation at times. Also, we need to understand our business requirements and accordingly we can figure out what talent we need it to fulfil this task.

18. What kind of problems faced in implementing talent management in your organization or industry?

We did not face any challenge because this idea was downloaded by our senior management and they took a decision on how to implement it. At our level, they listen our view point on it during its progress. I feel that being into IT firm, we should decide things based on logic and demand and I think our practices are standardized enough to meet both.

19. What is identified as a missing link in between HR and line managers to practice talent management?

It is common to see that HR team does not have background of IT skillset. This rises few gaps sometimes. For example, few days back, we were looking for someone with database experience in Oracle but the HR suggested few profiles experienced in Microsoft database not Oracle. So, they misunderstood our requirements but now we are aligning our team with HR team while conducting interviews. We actually wasted a lot of time due to lack of understanding on these concept.

20. What are the suggestions you like to put forward to overcome these missing link?

HR somehow be given a training on technology to understand our requirements, so that they can manage it accordingly.

21. What kind of trainings given to line managers and HR to implement a talent management strategy?

I am not sure on this. Probably, our HR and my manager can answer this better.

22. Does your organization meet the expectations of your workforce?

To some extent yes.

23. To what extent attrition of talented workforce may influence your talent development strategy?
I have not seen much attrition in the past on year. Hardly anyone left our work place. So unable to add anything here on this question.

24. What are the best psychological contracts being offered to retain talented employees?
   - Better salary
   - Position hike
   - Better career development

25. Do you hire talent from outside?
   Yes we do hire from externally.

26. Is it easily available?
   This question is more suitable for HR.

27. How do you decide if hiring talent from outside is more suitable than developing a talent internally?
   Only factor responsible for this is availability as per our requirement. If we find someone meeting our requirement internally then we do not hire from outside.

28. Is there any relation in between career and succession planning for employee and talent development in organization?
   Yes, it does. Nobody would work with you unless their personal career growth is associated with your organization growth. End of the day, we all want appreciation, incentives and rewards and next level growth. So, to ensure workforce that we are providing the best work culture, you have to link your work culture with their career and succession plaining.

29. How do the both complement each other?
   Already responded above.

30. Is there any strategy enrolled to focus on poor performer?
   Communicate and connect with them. Understand the reasons behind their bad performance. A proper analysis has to be carried out by any manager and a good feedback system to be there to engage them towards the right direction. A proper performance tracker is needed to keep these things well connected within the system. This is what we practice on our organization.

31. Do talents need a few initiatives from the organization or can they be self-focused for their career?
Few people are self-motivated and few are not. Self-motivated employees tend to learn new things their own due to their passion for it. Each employee has its own strength and preference and they participate in any work accordingly. There are few employees who perform very well and achieve their targets faster if they find rewards or incentives are associated with the targets.

32. Which are your talent management initiatives have most impact?
Training and development to improve leadership quality, decision making and cross skills. Also, a culture to be there to give recognition to good performers. It increases the motivation level among all employees and they feel really good about their work culture.

33. What are the talent metrics that your organization actually finds useful?
- Training and development.
- Performance management

34. How do you engage your employees with the talent development practices?
We keep training them to upgrade their skills to achieve their goals and this also improves motivation among team members. Our managers playing an important role while doing this. Work distribution is done based on the competency one person has. This reduces work handling time.

35. Return on investment on talented employees- Can it be measured?
Yes, it is measurable.

36. How do you measure it?
By measuring their performance through the performance tracker.

37. Return on expectation- Can you meet short-term and long term expectations of the stakeholders?
I think so.

38. How do you measure it?
This question is more suitable for manager or hr.