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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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COMPARATIVE STUDY ON TALENT MANAGEMENT PRACTICES

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ABSTRACT

This paper aims at tracking the evolution of TM and the various perspectives/approaches (Process/Cultural/Competitive/Developmental/HR Planning & Change Management Perspectives) adopted by the organizations. It examines the inter-relationship between TM and Psychological Capital (Psycap), TM and Succession Planning, TM and Rewards Linkage, TM and Leadership. It then captures in detail the TMO practices and architecture, in five different organizations and help to comparative view, and provide holistic inputs on practices in TM Area

KEYWORDS

Talent Management, Psychological Capital, Talent Management Office (TMO), Heads of Talent (HoTs), Talent Agenda

BACKGROUND & MOTIVATION

Talent Management (TM) as a practice amongst HR fraternity has come a long way from the initial stages where organizations. Today organizations views view it as mandatory process as part of their employee offerings.

The rising competition in business context has put in a lot of pressure on organization to identify the core competences at organizational level track the competences across the organization, to achieve and maintain competitive edge in the market place. In their work on Psychological capital (Psycap)(Fred Luthans, Carolyn M Youssef, Bruce J Avolio, 2007) have given a comprehensive definition for Psycap as under:-

“Psycap is an individual’s positive psychological state of development and is characterized by 1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks 2) making a positive attribution (optimism) about succeeding now and in the future 3) persevering towards goals and when necessary redirecting path to goals (hope) in order to succeed; and 4) when beset by problems and adversity, sustaining & bouncing back and even beyond (resilience) to attain success.

Talent Management as a concept has evolved, post the article titled “War for Talent” coined by Mckinsey consultant (Michaels eta al.,2001; Axelrod et al.,2002) and the contribution on Positive Organizational Scholarship (POS) and Positive Organizational Behavior (POB) (Michaels eta al.,2001; Axelrod et al.,2002).

RESEARCH AREA & APPROACH

Organizations have been adopting differentiated approach towards Talent Management and the success or otherwise of these approaches are dependent on variety of factors. The study aims to understand the following

- Approaches towards Talent Management adopted by organizations
- Architecture/modus-operandi established by organizations to design & execute TM
- Identify key influencing factors impacting the design and execution of TM in organizations

The research covered the following five organizations:-

- Johnson & Johnson
- Capital One
- Internal Revenue Service
- Celanese
- Coca-cola Hellenic Bottling Company (CCHBC)

The Research Methodology/Approach used for the purpose primarily the secondary data in terms research carried out by researchers and published in various Journals.

LITERATURE SURVEY

The research (Barnett & Hall, 2001; Johnson, 2004, Lance, 2005; Olson, 2003) on way of managing talent has identified the following ways:

- Job design
- Pay & benefits
- Growth Opportunities
- Work-life balance
- Programs and other benefits

The challenges for managing talent are compounded by highly specialized jobs and the diverse need of talented employees and the need for person-job fitment (Ng & Burbe, 2005, Trank, Rynes & Bretz, 2002).

The changing nature of psychological contract between employer-employee, on account of business turbulence and the issue is accentuated by lack of personal identity in large corporates have further compounded the perspective. Life time employment, seniority based human resources, union negotiated wage settlement, and entitlement based employee view have given way to Career Resiliency (Waterman, Waterman & collard, 1994). In the revised employment landscape, organizations would like their employees to take ownership for their workplace and careers.

Psychological Ownership has been defined as “the state in which individual feel as though the target of ownership or a piece of that target as theirs (Pierce, Kostova, Dirks, 2003, P86) and experience feelings of concern for the target, which could be their job or that of their organization (Parker, Wall & Jackson, 1997). In case of employees, the best place to work are not those which provide life-time employment, but that those which provide flexible for sustainable learning, growth and development opportunities. Employees are looking at roles that will help them to realize their long term career aspirations (beyond the organization). In the tough economic situations, perceptions of “losing control” can hamper the self-confidence and eventually the resilience of the employees (Fred Luthans et al, 2007, P6).

In contrast to conventional approach of accumulating all resources for competitive advantage, the contemporary approach, it is argued that competitive advantage is achieved through context-specific, cumulative, renewable and the hard-to imitate factors (Drucker, 1994; Luthans & Youssef, 2003). It is further proposed that such advantage can be achieved by investing, leveraging, developing and managing psychological cap (Psycap, Fred Luthans et al, 2007, P7). The Psycap approach is based on the premise that organizations are not able to leverage on full-potential of their Talent (Avolio, 2005). The reasons could vary from lack of belief in the value of their talent, or lack of investment in development of the talent. Though there are organizations which are deploying HPWS (High Performance Work Systems) and 360 degree performance systems, or self-managed teams, they do not truly understand the linkage/impact of these systems on core organizational values and practices (Pfeffer, 1998). It is because of these dimensions, most HR practices become a passing fad and organizations do not benefit from them.

The efforts by organizations to achieve elusive competitive advantage are unfulfilled for reasons, such as competitors replicating training with technology support, flexible/innovative compensation packages being adopted by competitors. Further competencies like Teambuilding /decision-making have become universal and generic competencies across organization (Fred Luthans et al, 2007).

The premise of most HR practices is oriented from limiting the negative impact, rather than having the positive outcome as the basic premise. Even the prevention of psychological problems, beyond philosophical discourses and scattered extrapolation from research findings, based on pro-active application of disease oriented application, was largely absent (Keyes & Haidt, 2003; Seligman & Csikszentmihalyi, 2000). The sustainable approach would be to look at Gallup's Strengths Based Organization (Leveraging the individual strengths rather than their weaknesses) rather than war-akin short-term approach will fetch long lasting results for the organization (e.g. Buckingham & Clifton, 2001; Buckingham & Coffman, 1999). In the new paradigm of positive perspective, POS and POB have supported the building of new construct on Psycap (Fred Luthans, et al, 2007, P9).

TALENT MANAGEMENT & PSYCAP

CIPD, UK have defined Talent as "consists of those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential" and Talent management "is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles".

In the Talent Pulse Survey conducted by Deloitte, covering 1400 practitioners worldwide, the critical people management issues are attracting and retaining "High-Caliber" employees. In the survey, 72% nominated attraction and retention as a key issue, while 44% indicated talent management and succession planning was a significant challenge. In the study conducted by IDC (2005), Talent Management was identified as key competency in HR domain expertise.

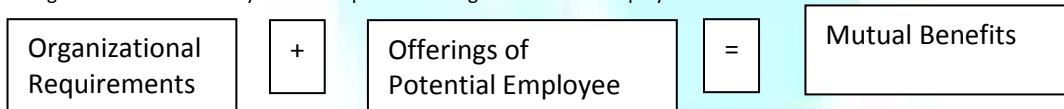
The consulting firm (Towers Watson), in their study on Talent Management & Rewards (2011/2012) has identified the following:

- 6/10 of the companies in North America are having trouble in attracting critical skill talent, over 2010, apart from coming under pressure to manage cost due to slow growth and in productivity & sales.
- Only 11% have trouble in retaining employees generally, but those struggling to retain critical skill employees have increased by 5% in US (31% to 36%) and 4% in Canada (From 35% to 39%)
- Organizations with reward and talent management programs that support business goals are more than twice as likely to report being high-performing companies (28% vs 12%)
- Those with reward & talent management programs that support their attraction and retention goals are less likely to report having trouble in attracting critical skill employees (52% Vs 68%) or retaining critical skill employees (29% Vs 43%)
- Those whose programs support the desired culture are more than twice as likely to report having a high-performance work culture (56% Vs 26%)
- Only 44% of organizations formally identify employees with critical skills
- Fully 68% identify high performers but only 28% inform these employees who have been identified.

HBR article (Jan, 2000) in its research article has indicated that organizations tend to revert to the option of "Golden Hand-cuff", for talent retention, which is not always a winning proposition. According to Gorden Institute of Business Science (GIBS), organizations are into the game of "Talent Management Catch-up", instead of engaging talent as a strategic imperative (mba.co.za, 2007).

The study by Business Process Management Forum (BPM, 2007) has revealed the following issues:-

- The ability and having a framework to measure success criteria is the greatest determinant of good talent management.
- The challenging & demanding nature of global talent landscape is indicated by the fact that 75% of the respondents in the survey, have confirmed the longer time taken to identify good employee
- Employer Branding is the key determinant factor
- Talent by definition has to be inclusive and not exclusive (including "B" players and not "A" players)
- Talent management to reflect 2-way relationship between organization and employee:-



(Source: Talent Management Review, Andre O Callaghan, 2008)

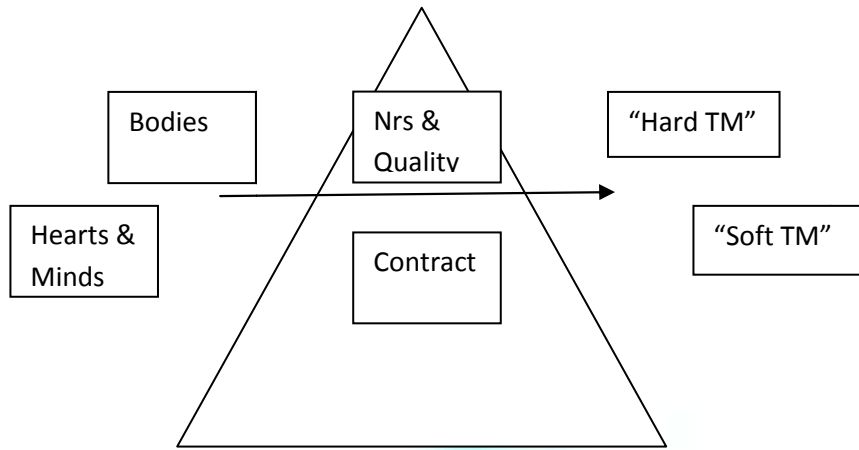
- Talent Management as a process to focus on "Hearts & Minds" – "Soft TM" as against Numbers and Quality (Bodies – "Hard TM")

CHRONOLOGY OF TM EVOLUTION

- The Towers Perrin study "How Leading Organizations manage their Talent" examined 22 employers and found that Talent Management is a strategic priority (Towers Perrin, 2002).
- Questionability on whether succession planning is a subset of Talent Management or later is an evolution of former (Heinen & O'Neil, 2004).
- Carey (2004) argues that good succession planning is more of a culture than activity.
- Part of the difficulty is that talent identification and measures of potential are generally decisions made subjectively on judgment rather than objectively based on facts (Carrington, 2004).
- Dalziel (2004) argues that past performance indicators lead to Peter Principle (People promoted to their level of incompetence) rather than where decisions are made on the recognition of self-confidence, self-awareness and emotional fortitude needed by people who deal with high pressure situation.
- Heinn & O'Neill (2004) also stress the difference between potential & promotability arguing that the first needs developing in order to for second to be successful
- Michaels et al (2001) argue that a certain part of talent eludes description but you know when you see it.

TM SEGMENTATION

Berger (2004b) argues that it is the top 3-5% who is defined as "Superkeepers". Chowdury (2002) describes "Talent" as a spirit of the enterprise, and they are found to be temperamental, creative, rule breakers, and change initiators. Boudreau & Ramstad (2005) identify the Talent Pool as those jobs, roles and competencies, where 20% of improvement in terms of availability/quality would make a huge difference to the success of the organization. Talent segmentation for an organization is as vital as customer segmentation. Heinen & O'Neil (2004) argue that every organization has a talent management process in place either by default or by design and it consists of interrelated welfare activities connected with employee development.



(Source: Prof T Veldsman)

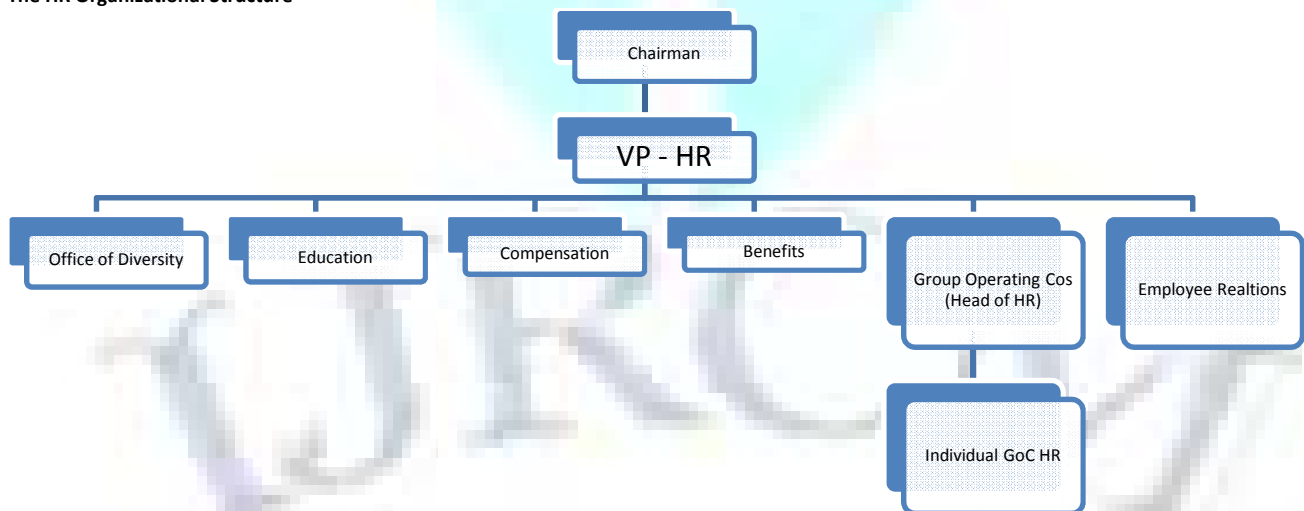
In the knowledge based economy, organizations must realize that it is the people who unlock value and create wealth, not assets & machines (Andre O' Callaghan, 2008). According to J Nel of SABMiller "Business Strategies are realized through people and it is the Higher Caliber People who create sustained advantage.

JOHNSON & JOHNSON (J & J)

1) It is into manufacturing and sale of broad range of products in healthcare field.. It has decentralized structure, with 28 franchises, 200 operating companies and affiliates in 54 countries world-wide. The business is structured into 3 segments i.e., Consumer, Pharmaceutical and Medical Devices and Diagnostics, as depicted below :-

Consumer Products	Pharmaceutical Products	Medical Devices and Diagnostics – Products
Personal Care products	Antifungal	Broad range of products used by or under the directions of Physicians, Nurses, Therapists, Hospitals, Diagnostic laboratories and clinics
Adult Skin and hair care	Infection Prevention	
Baby care	Cardiovascular	
Oral Care	Contraceptive	
First Aid	Dermatology	
Women Health	Gastro-intestinal	
Nutritional	Hematology	
	Immunology	
	Neurology	
	Oncology	
	Pain Management	
	Psychotropic &	
	Urology	

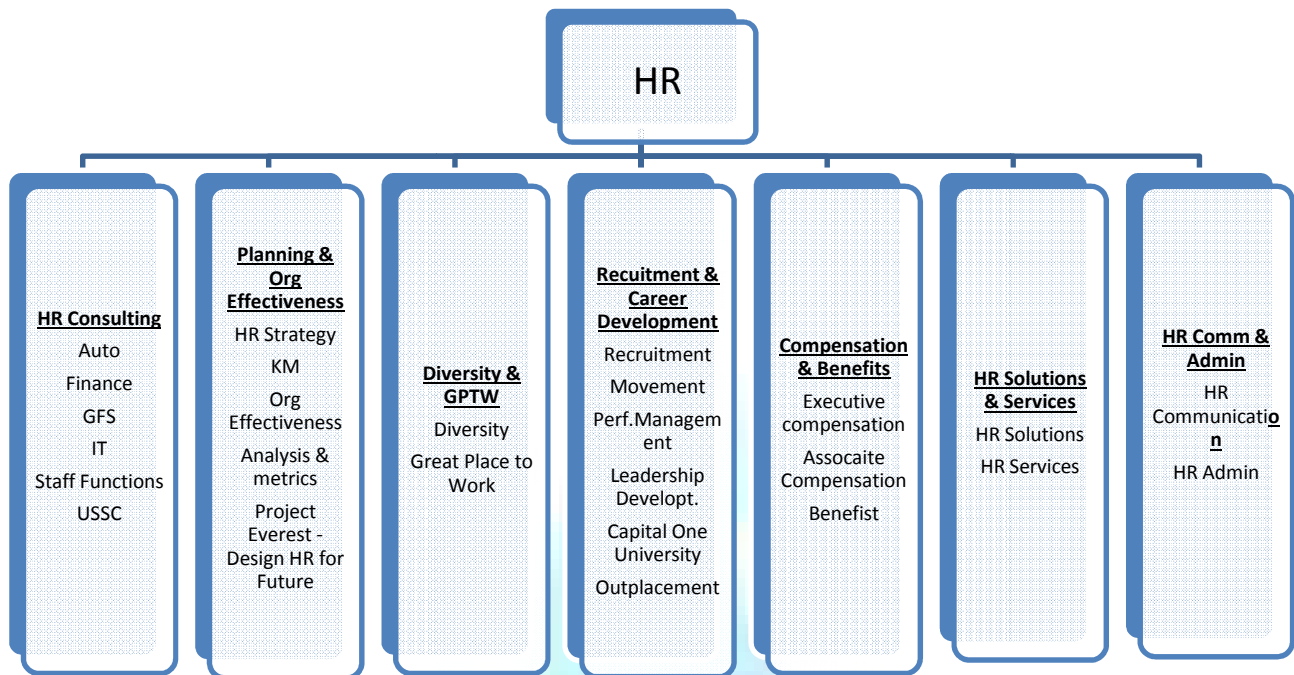
2) **The HR Organizational Structure**



- 3) **The ten components of TM** are
- Values & Principles
 - Decentralization
 - Breadth of Experience
 - Diverse recruiting sources
 - Executive education
 - Johnson & Johnson e-university
 - Action Learning
 - Perspectives Program
 - Global Standards of Leadership and
 - Succession Planning

- 4) **The philosophy of J & J** being that first responsibility is to customers (doctors, nurses, patients, and consumers), followed by employees, then the communities in which it operates and then the stakeholders. The belief of organization is that if these segments are taken care of then the stakeholders are automatically taken care of.
- 5) **Scope of TM @ J&J:** It scopes end2end i.e, from recruitment to development and succession planning to international recruitment and assignment planning. The compensation & retention strategies have been developed to emphasize long term growth of people and the organization.
- 6) **Evolution of TM @ J&J :**
- Started in late 1960s when Sr Management was no longer able to identify top performers and provide adequate guidance to succeed.
 - The decentralized structure helps talent with opportunities for career planning, experience and growth opportunities.
 - The talent sourced is representative of geographical operations of company.
 - There are no set criteria for identification of HiPo Talent, and it is primarily based on judgment of the management.
 - Succession Planning is an outgrowth of the identification of HiPO talent in each of operating companies. The general succession plan covers a five year term.
 - Emotional Intelligence is a key facet of growth along with customer and market focus, innovation and collaboration to lesser degrees
 - Provides learning opportunities through the career, especially when employees are transitioning from one role to another
 - Management fundamentals is 192 hour long program which is majorly delivered through e-learning and to a certain extent through the on-the-job (with weekly learning logs)
 - J & J e-university with 45 schools (organizational units)
 - Talent Development :-
 - Action learning is key learning facilitator for Talent Development. This involved working on real business issues. And interact heavily with business leaders In the program called "Perspectives" teams of Sr Leaders are immersed for 4 months to study business challenges and suggest recommendations, that are to be presented to executive committee.
- 7) **Role of Sr Leadership in TM**
- Sr Leaders spend 10-25% of their time on TM issues (setting direction, development, recruiting)
 - The Senior Leadership has active role in development of new talent
 - TM is the first item on the executive committee's monthly meeting, wherein development plans and slates are discussed for critical jobs
 - Members are responsible for driving succession planning and leadership development process in the companies run by them.
 - They personally team typically 10-15 times in a year in the leadership development programs.
 - They are assigned to be mentors for talent in the leadership pipeline.
 - HR involved senior leadership in the talent development process through :
 - Designing of HR processes that require active leaders active participation (Recruiting, evaluation and promotion)
 - Design of development programs that are aimed at achieving business strategy
 - Having "High-touch" processes that integrate HR consultants with each business unit.
 - Socializing HR strategy and high-priority with Sr Leaders on an ongoing basis.
 - Metrics for assessing the results of Talent Management
 - The ROI on leadership development program has not been calculated. Though there were attempts to assess effectiveness, they were not successful and currently the following metrics are being used:-
 - No of internal promotions for management positions
 - No of succession candidates for a managerial role, and
 - No of "ready now" candidates
 - 75% of talent requirements are met from internally
- 8) **Capital One**
- About the company:** It was established in 1995 as a spin-off of credit card business of Signet Financial Corp (Originally Bank of Virginia). In addition of credit cards business, it offers mortgage services, auto financing, credit insurance and other consumer lending products.
 - Process under TM :** The following processes are considered to be under TM @ Capital One :-
 - Competency Model Development
 - Recruitment
 - Staffing
 - Employee Development
 - Management Education
 - Retention Programs
 - Workforce planning
 - Talent Gap Analysis
 - Talent Reviews
 - Mentoring
 - Evaluation of Talent Management processes and
 - Selection Processes.
 - Scope of TM :** The TM is focused on executive, upper, and functional management levels in the organization in the following areas:-
 - Information Technology
 - Marketing and sales,
 - Finance,
 - Human Resources,
 - Supply Chain,
 - Legal, and
 - Strategy

4. HR Structure



5. **Talent Management Technologies** : In order to ensure, smooth operation of TM initiatives, Capital One has deployed technology tools and the summary is placed under:-

S.No	Talent Management Process	Technology Used
1	Recruiting	<ul style="list-style-type: none"> In-house solution (Computer Testing and recruiting (non-exempt associates) and online testing for exempt associates)
2	Internal Employee Development Courses	<ul style="list-style-type: none"> Computer-based training on the Capital One intranet
3	Registration for employee development courses	<ul style="list-style-type: none"> Learning Link
4	Performance Management and Evaluation process	<ul style="list-style-type: none"> E-feedback
5	Workforce Planning	<ul style="list-style-type: none"> Dynamic Modeling
6	Competency Development	<ul style="list-style-type: none"> 360 degree feedback tools
7	Staffing	<ul style="list-style-type: none"> Skills Inventory
8	Employee Satisfaction	<ul style="list-style-type: none"> Annual Online survey

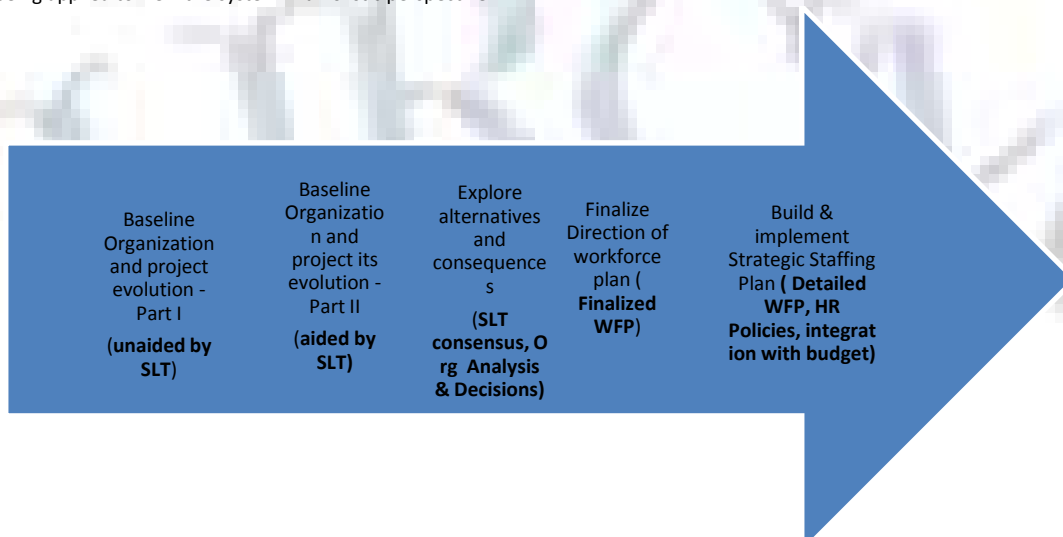
6. **Role of Senior leadership in Talent Management:-**

Though HR has primary accountability for TM, Senior Leadership (CEO, Executive Vice Presidents, BU Heads, and line management) spend 10-25% of their time on TM related issues. HR team has brought in involvement of senior leaders in the following areas:-

- Designing of HR processes that require Leadership involvement (recruitment, evaluation and promotion etc.)
- Proving of new initiatives/programs that support business strategy and employee engagement
- Have "High-Touch" processes that integrate HR consultants with Business
- Socialize HR programs and initiatives on an ongoing basis.

7. **Workforce Planning**

At Capital One, technology is being applied for making decisions relating to talent sourcing externally or develop from internally. For the purpose dynamic modeling is being applied to view the system in a holistic perspective.



The three key benefits of the process are:-

- Allowing HR to be a business partner
 - Shaping of HR strategy and resource prioritization
 - Building of consensus view of future
8. **Core Competency Model:** A formal model has been in use since 1995, and is the foundation for all HR programs and initiatives. HR undertook a detailed process of interviewing Senior Leader and associates to identify six critical success factors (with 23 corresponding competencies), differentiated tier-wise :
- i. **Building Relationships:** Communicates clearly and openly, collaborates with others and treats others with respect.
 - ii. **Applying integrated Thinking:** Analyzes information, generates and pursues ideas, develops and shapes strategies, identifies and solves problems and applies integrated decision making.
 - iii. **Driving towards Results :** Focus on strategic priorities, organizes and manages multiple tasks, gets the job done, and directs and coordinates work;
 - iv. **Leads in Learning environment :** Recruits talent, motivates and develops others, builds and leads teams, and promotes the culture;
 - v. **Taking personal ownership –** Takes responsibility, learns continuously, embraces change, shows integrity, maintains perspective, and initiates opportunities for improvement ; and
 - vi. **Job-specific knowledge**
9. **Driving Talent to Performance :** Capital One has structured programs across levels to develop the talent :-

S.No	Talent Management Programs	Level Applicable to
1	Coaching	Executives, upper and middle management
2	Action Learning	Middle and functional Management
3	Stretch Assignments	All employees
4	Seminars/Coursework	All employees
5	Taskforce Assignments	All employees
6	Assessment Centers for HiPO employees	Executives, upper and middle management
7	360 Degree assessment feedback	All employees
8	Talent Review Discussions	All employees
9	Development Planning	All employees
10	Informal Mentoring program	All employees

10. **Capita One University:** Launched in Jan 2004. The organization has been investing USD 60 million in training (Half of which goes to training related suppliers). Based on a business case analysis of cost towards training vis-à-vis the industry (due to decentralized training), which has led to “entitlement mentality” amongst the associates regarding training & development. The university’s is supported by a guiding vision (“to be one of the five most valuable assets that define the company”) and mission statement (“growth and excellence through learning”), with 4 primary goals:-

- i. Create Meaningful learning experience
- ii. Meet specific business learning needs
- iii. Build associate and organizational capability
- iv. Establish and sustain operational excellence

11. **Gauging Results of TM @ Capital One**

Capital One is a very analytical, metrics-focused organization and tracks the following indicators to track the effectiveness:

- Number of internal promotions for management positions
- Speed at which open management roles are filled
- No of external hires for management positions
- Cost and quality of hire
- Frequency of leadership meetings about the talent
- Performance distribution (Semi-annually)
- Employee Moral & Satisfaction (Semi-annually)
- Attrition & Head Count analysis (monthly)
- Recruiting costs (annually)
- Infrastructure metrics that include “people Management” (monthly)

II. **Celanese**

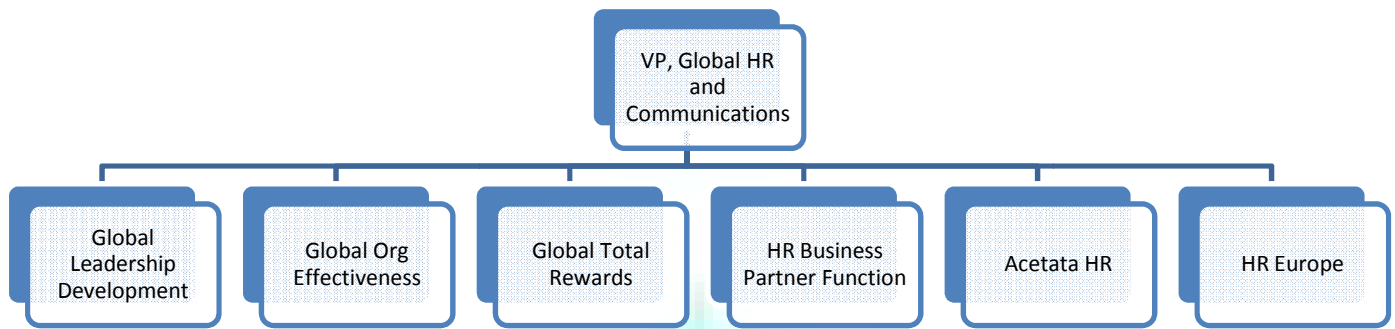
1. **About the company:** The company is a leading global chemicals company and have the following 4 units i.e, 1) Chemical Products (acetic acid etc) 2) Acetate Products (tow and filaments) 3) Ticona Technical Polymers and 4) Performance Products (components for nutrition market). Its people development initiatives designed to bolster employee performance and enhance careers so that results and personal integrity are intertwined :-

- i. Intensive Performance and Leadership Development process
- ii. Focused development of HiPOs
- iii. Developmental job assignments and stretch opportunities across businesses
- iv. Performance feedback and personal development viewed as an entitlement
- v. Lean organization with visibility for top contributors
- vi. International business exposure
- vii. Opportunity to work with both industry veterans and top-flight new hires
- viii. Six Sigma training and certification, and
- ix. Rewards for performance

2. **HR and TM Evolution:** Post the demerger of Celanese from Hoechst Corp, the company de-scaled from being a large enterprise (1,80,000 employees) to a medium sized (Aprox 9500 employees). Consequently the HR budget was lowered and organization was constrained to do more with less. Subsequently “Project Forward” was rolled-out in the year 2000 focused on cost reduction and process efficiency and in the year 2001, Celanese implemented SAP HR and established HR shared services. Also in the same year “People Excellence” initiative was implemented and key drivers are :-

- i. Strong Management Board commitment
- ii. Existing corporate thinking and systems were not aligned from being a large enterprise to medium enterprise.
- iii. Desire to establish a strong performance culture and to establish a direct correlation between performance and rewards.
- iv. Desire to make talent visible throughout the organization
- v. Need to break-down organizational silos
- vi. New corporate focus on talent and how people impact organizational capability to achieve business strategy and results

3. **HR Organizational Structure:** There are 59 employees at Celanese’s US sites and 153 employees HR employees globally.



4. Overview of TM Process: TM is referred to as “Performance Management”. The organization has defined a closed-loop HR Performance Management System composed 4 key elements :-

- i. Goal Setting Process
- ii. Employee Development
- iii. Talent Review Process
- iv. Performance Review Process

The timelines for the process are pre-defined and are as follows:-

S.No	Activities	Timelines
1.0	Site TRP Review	January
2.0	<ul style="list-style-type: none"> • Performance Reviews & Development Discussion • Bonus/Increase Discussion 	February
3.0	<ul style="list-style-type: none"> • Functional & BL TRP Review 	March
4.0	<ul style="list-style-type: none"> • EXCO TRP Review 	Late March
5.0	<ul style="list-style-type: none"> • Board TRP Review 	April
6.0	<ul style="list-style-type: none"> • Employee Mid-year Review 	June
7.0	<ul style="list-style-type: none"> • Leadership Development Forum 	July
8.0	<ul style="list-style-type: none"> • Follow-up TRP Meetings 	November
9.0	<ul style="list-style-type: none"> • Completion of Self-appraisals 	September
10.0	<ul style="list-style-type: none"> • Manager – Draft Appraisal completion 	October

The four key elements of Performance Management System are highly integrated i.e, Linkage of Performance Reviews to Compensation; Information in Performance Reviews to Talent Reviews; Linkage of Employee Needs and Organizational needs to plan of employee development.

5. Technology & TM

In order to provide the linkage the following technologies are used:-

Talent Management Process	Technology Used
Recruiting & Staffing	Intranet & Internet Posting
Employee Development Planning & Performance Management	Customized Package developed in-house
Internal and external employee development process	Eduneering (external vendor) for customization of some courses

6. Role of Senior Leadership in TM : The COO is the primary champion of Talent/Performance @ Celanese. The senior leaders are involved in formal coaching activities and informal mentoring programs; each leader has set coaching and mentoring partnerships with HiPOs (2 per leader). Further they are involved as “Sounding Board” for in formal development for HiPOs.

7. Talent Review process : The key aspects of performance management process is Talent Review process that is used to assess talent for current and future roles and define HiPOs. The key objectives of talent review process are:-

- i. Linking People discussions and decisions to business strategy
- ii. Identification and development of action plans scoping training, staffing and recruiting needs.
- iii. Identification and movement of road blocks
- iv. Early identification of top talent
- v. Development of right people for right positions at right times
- vi. Evaluation of individual development plans

The HR business partner will track the minutes and actionables related to talent review meetings. The talent review meetings have the following standard agenda items :-

- Organizational Capability
- People Review
- Retention Assessment
- Summary of key lessons.

HiPOs are classified into three categories i.e. : Emerging Leaders, Cross Border Potentials and Senior Executive potentials.

8. Driving Talent to Performance : In order to develop the talent the following initiatives have been put into place:

Talent Development Programs	Applies to
Coaching	Executive, Upper, Middle Management Programs and supervisors
Mentoring	Middle Management
Action Learning Programs	All Employees (except upper management & Executives)
Stretch Assignments	Middle and functional management and supervisors
Seminars & Coursework	All employees(except executives)
Task Force Assignments	All employees(except executives)
Corporate staff roles	Middle and functional management, supervisors and professional individual contributors
Assessment centers for HiPOs	Professional individual contributors
360 Degree assessment feedback	Executives, Upper/Middle and functional management
Talent Review discussions	All employees
Succession planning	Executives , upper/middle and functional management
Development Planning	All employees

9. **Talent Development programs for HiPOs:** All leadership development programs are reviewed by company's leadership development council (consisting of Board, Business presidents and VPs of corporate and shared services). The council meets twice a year to:-

- i. Discuss and approve nominations of HiPOs (from Talent Review Process)
- ii. Support development of HiPOs and foster cross border movements.
- iii. Identify employees for corporate leadership development programs and engage in coaching HiPOs.
- iv. The Talent Development Programs for all employees are :-
 1. Communications training
 2. Coaching Skills workshop
 3. Change Management workshop
 4. Zodiac finance and strategy board game and
 5. The business excellence program (Mini MBA Program)
 6. The training modules offered to HiPOs are :-

Success Factor	Develop Others	Develop Self	Strategic Thinking	Business Understanding	Customer Focus	Managing Change & Innovation	Technical Skills
Emerging Leader	Managing & Leading People	Development Center	Emerging Leader's Forum Business Training Initiatives				
Cross Border Potentials	Executive Dialogue	Leadership Class Career Management 360 degree feedback	Cross border forum Several Modules: Customer Focus/Business Development Managing Change Creating Vision & Strategy				State of Art general or functional management program
Senior Exec Potentials	Executive Dialogue	360 feedback External coaching					

10. **Goal-setting & Performance Review Process:** The two key elements driving performance of talent are goal setting and review of performance. The goal-setting process is designed to ensure :-

- i. Measurable results that drive business
- ii. Alignment to organizational goals
- iii. Track achievements of individuals

11. **Gauging results of TM:** The results of TM in Celanese are measured through Talent Review process meetings. Some of measures being used are percentage of leadership candidates in succession plan, speed with which senior roles are getting filled by internal talent, number of cross border and developmental moves offered to the talent.

III. **Internal Revenue Service**

It is a branch of department of Treasury. Its evolution is dated back to 1862, when President Lincoln created Commissioner of Internal Revenue and enacted income tax to pay towards war expenses. The key policy initiatives assigned are:-

- i. "Critical Pay" authority to hire 40 individuals at a salary not exceeding the salary of vice president of United states of America.
- ii. "Workforce shaping "to support buy outs and early retirement.
- iii. Authority to waive to "Streamlined demonstration project" for projects relating to personnel demonstration.
- iv. Authority to assign pay band to employees based on their qualifications and performance, rather ran tenure.
- v. Authority rate prospective employees by category instead of only numerical assessment,

1. **Senior Leadership's role in Talent Management:** The senior leaders are actively involved in TM efforts as architects of future, change agents, and instructors.

i. **Active Leadership Participation:** The commissioner and division leaders have primary responsibility for TM, while the HR Team supports and directs the initiatives and programs. The commissioner plays a significant role by hosting the top team in the Leadership development Council, every month. The council meets twice a year to specifically to discuss on succession planning. The divisional leaders meet quarterly to discuss on the Talent.

ii. **Leadership Engagement in TM:** Executives are engaged with TM through two methods i.e., HR Policy Council and Leadership Development Executive Council.

iii. **Developing Talent Management Culture :-**Based on guiding principles, IRS has developed competency model and identified five core management responsibilities, moving away from KSA (Knowledge Skills and abilities) :-

1. Leadership
2. Customer Satisfaction
3. Employee Satisfaction
4. Business Results
5. Equal Employment opportunity

The IR leadership competencies arrayed under five core management responsibilities:-

Leadership	Employee Satisfaction	Customer Satisfaction	Business Results	EEO and diversity
Adaptability	Continual Learning	Customer Focus	Achievement Orientation	Supporting Competencies
Communication	Developing Others	Entrepreneurship	Business Acumen	
Decisiveness	Diversity Awareness	External Awareness	Political Savvy	
Integrity/Honesty	Group Leadership	Influencing/Negotiating	Problem Solving	
Service Motivation	Teamwork	Partnering	Technical Credibility	
Strategic Thinking	Teamwork	Partnering	Technical Credibility	

iv. Finding Talent

1. *Building a Talent Brand for Recruiting*: Based on assessment of its brand image, which was found to be negative, IRS started aggressively marketing itself as an "Employer of choice".
2. *Identifying and Resolving Talent Gaps*: IRS carried out assessment of capabilities of internal Talent, based on current and future supply by skill set.

v. Tailoring Talent Management Processes for Demographics

1. To attract and retain older employee base, IRS focused on allowing creativity/flexibility in how they conduct their cases. The training has been shortened to 16 months from 3 years.

vi. Driving Talent to Performance

1. IRS has linked job requirements, training programs and performance systems to the competencies. In order to facilitate Talent Development, it has launched Leadership Development approaches, on experiential learning framework using the following methods:-

- a. Classroom and electronic education
- b. Planned development assignments
- c. Coaching & mentoring
- d. Business related challenges
- e. Leadership simulations
- f. The critical success factors of IRS leadership Development Program are:-
 - i. Private-Public Partnership
 - ii. Continuum of Leadership Development
 - iii. Developing Leaders from within Organization
 - iv. Courses designed for aspiring, new, and experienced managers
 - v. Internal OD consultants complimenting IRS Leadership Development efforts
 - vi. Competency based evaluation
 - vii. Organizational support and Idea champions
 - viii. IRS is a Leader in Leadership Development

vii. Gauging Results of TM @ IRS

The corporate Leadership Council, Partnership for Public Service, Linkage, INC and John Hopkins University have identified the IRS leadership development, succession planning, and Organization development programs have been identified as "Best practice". IRS has a dashboard to track quality of leadership curriculum. The specific measures include number of managers trained, cost of training (per hour), number of managers chosen from readiness programs, Level I and III training effectiveness measures and other measures include attrition.

IV. Cocoa-Cola Hellenic Bottling Company (CCHBC)

1. **About Cocoa-Cola**: It is the largest bottler of non-alcoholic beverages in Europe and third largest bottler of Coca-Cola bottler in the world. The company is listed in Athens, London, and New York stock exchanges and operates across 26 countries in the world, with a population of over 500 Million and customer base of 200,000 being served from 80 factories. Its product line includes carbonates and non-carbonated soft drinks, juices, water, sports and energy drinks, and ready to drink beverages such as teas and coffees.
2. **Evolution of TM @ CCHBC** : The Priorities for HR function are :-
 - i. Accelerating growth of a world class selling organization culture & capabilities
 - ii. Increasing the impact of HR-Led (and supported) activities,
 - iii. Increasing HR efficiency and,
 - iv. Building HR capabilities (to deliver all other areas)
3. **Scope of TM** : The scope of TM at CCHBC covers the following areas :-
 - i. Competency Model Development
 - ii. Recruiting
 - iii. Staffing
 - iv. Employee Development
 - v. Management Education
 - vi. Talent Gap Analysis
 - vii. Succession Planning
 - viii. Talent Reviews and
 - ix. Organizational Capability Development

CCHBC views talent management in terms of four elements to balance the demand supply of organizational talent:-

1. Define the requirement (Demand)
 2. Identify and assess current supply (supply)
 3. Manage people development & flow (supply), and
 4. Control retention and sourcing (demand)
4. **Senior Leadership Role in TM**. The senior leaders are actively involved in talent management at CCHBC right from CEO to team leaders. The CEO is the champion of Talent Management and team of six people (CEO, 3 Regional Directors, CFO and HR Director) has ownership for 300 executives (country and senior managers). This team meets on quarterly basis to discuss calibration and promotion/changes for these top executives. The roles and responsibilities are captured below :-

Leader	Involvement ratings (1=none, 7=extensive)	Number of meetings per year	Brief description of their roles
Board of Directors	2	4	Approve senior appointments Review progress in developing pools of talent for senior roles
CEO	5	10	Owns all organizational talent, plus approves appointments two levels below
Regional Directors	7	12	Own all talent under their responsibility; generally present their appraisals of senior managers and recommended next steps Assess and own potential general management talent
HR Director	7		Owns the process, ensures integrated, thorough thinking, challenges quality of decisions. Participates in all processes as a member of senior leadership team Owns HR talent
Corporate Function Heads	7		Own functional talent Define functional competencies and assess all country function heads in their functions (technical second opinion to line managers)
Country General Managers	7		Own all country talent; generally present their appraisals of managers and recommend next steps Ensure disciplined process at next level
Middle Managers			Similar to role of country manger but for parts of country

5. **CCHBC Competency Model:** At CCHBC different competencies are used for spectrum of talent management processes (recruiting, staffing, employee development, management education, talent gap analysis, succession planning, talent reviews and performance management). For instance full competency list is used for performance appraisal process, while leadership competencies are used for potential.

Leadership Competency List	Passion
	Focus
	Judgment
	Leadership
	Gets Results
	Teamwork
	Communication
	Creativity
	Capability Development
	Change Management

6. **Talent Pipeline :** CCHBC defines the talent pipeline based on demand estimates on the basis of following factors :-

- i. The number of future leaders that should undergo assessment at what levels
 - ii. Number of graduates to recruit (as well as the % that needs to be retained) and,
 - iii. Effect of changes in attrition and retention rates on the talent pipelines.
- HR revisits the talent pipeline on an annual basis and tracks the following six associated talent pipeline metrics:-

- 1. Leadership Development
- 2. Preferred employer for graduates in the industry
- 3. No Turn downs from graduates due to competitive offer with similar pay
- 4. Graduates retained and demonstrating potential after 12 months
- 5. Key people in all key positions
- 6. High-potential retention to ensure sufficient pipeline

7. **Talent Assessment: People Development Forums:** CCHBC has identifies and assesses the talent supply by assessing the in-country talent, functional talent, and potential general managers, via a network of country of countries (26 countries), functional (HR/Finance/Ops/Quality/Information services, and commercial), and general manager people development forums. These people development forums meet one or two days annually, to assess country and function specific talent. These forums are owned by general country manager of respective country, while functional people development forum process is owned by each corporate function head. The country general manager/corporate functional head present details of talent assessed and seek the views of members in plotting the talent in performance/potential grid. The potential on left axis is classified as “Significant Potential”, “Promotable”, “develop at current level” or “coach for improved performance/move out/under evaluation” and people performance is classified as High/Medium/ or low. The members discuss on competencies, technical skills, strengths compared to development areas, and mobility are discussed, agreed on and calibrated for each high-potential employee.

8. **High-Potential Assessment: Future Leaders:** CCHBC has started future leader assessments since 2002 on an annual basis. Employees assessed are usually 3-5 years away from the roles of country general managers. The assessment of potential is carried out on the basis of defined innate competencies (e.g: passion, judgment, leadership, gets results and teamwork etc). The assessment is carried out by a panel consisting of CEO, Regional Directors, HR Director, CFO and leadership development manager. The following assessment techniques are used:

- i. Tests for Verbal and numerical reasoning
- ii. An occupational personality questionnaire
- iii. Case Study Analysis
- iv. Decision Making Exercise
- v. Management in-tray exercise
- vi. Candidate interviews

9. **Driving Talent to Performance:** CCHBC has designed and rolled-out list of 77 programs level-wise to facilitate talent development. The newly hired senior managers often opt for external coach. The company also runs 4 day intensive coaching programs for top 200-300 managers. The development initiatives offered level-wise are captured below :-

Talent Development Programs	Applies to
Coaching	All Levels
Action Learning Programs	Middle & Functional Management and Professional Individual Contributors
Job Rotations	Middle & Functional Management
Stretch Assignments	Middle & Functional Management and Professional Individual Contributors and supervisors
Seminars/Coursework	All Employees
Task Force Assignments	All Employees
Corporate Staff Roles	Middle & Functional Management and Professional Individual Contributors
Assessments Centers for HiPOs	All employees
360 Degree Assessment Feedback	Middle Management & upwards
Talent Review Discussions	All Employees
Succession Planning	Executives and Upper, Middle and functional management
Development Planning	All employees

1. The curriculum/courses offered under various leadership programs are :-

- a. Foundation in Management I,
- b. Situational Leadership
- c. Foundation in Management – II
- d. Foundation in Market Place Excellence
- e. Enabling Fast Change
- f. Excel
- g. Coaching for High Performance
- h. Strategic Leadership

10. **Gauging Results of TM :** The results of TM are gauged with the help of following measures:-

- i. Customer Ratings on Talent Vs competition
- ii. Number of internal promotions for managerial roles
- iii. Number of Ready Now Candidates
- iv. % of Organizational positions filled with key players

CONCLUSION

In summary, GB has implemented the following Talent Management Best Practices:-

- 1) **Strategic Framework:** All the above organizations have a strategic framework which focuses on connecting the Talent Managements to the organizational context and business imperatives. In case of some organization, Talent Management is viewed as comprehensive and all-pervasive scoping Talent sourcing till exit of Talent, while other organizations have taken the view that Talent Management refers to the Talent Offerings made only to the HiPO's in the bank. The Talent Management efforts are spearheaded by the Senior Leadership Talent, starting from the CEO's across the levels, with clearly defined accountability. The involvement and accountability of Senior Leadership is a critical success factor.
- 2) **Talent Forecasting & Succession Planning:** The first critical step is to assess the future leadership requirements across the organization, and arrive at Talent Pipeline for ensuring continuity of Leadership and availability. All the five organizations have their Leadership assessment in place, to plan for the Talent Management.
- 3) **Talent Development:** Organizations have differentiated approaches towards Talent Development. The integrated approach is have a competency framework in place and link it to the leadership competencies, assess the capabilities of existing talent, schedule a customized developmental plan and more importantly tracks the progress over a period of time.
- 4) **Talent Analytics & Reviews:** It is imperative for the organizations to establish a rhythm for periodical review of Talent Management efforts in an organization. All the five organization, scoped in the research have established a rigor and rhythm for Talent Reviews.
- 5) **Diversity & Inclusion:** Organizations are ensuring a correlation between their D & I initiatives and Talent Management to ensure that D & I objectives are realized through the TM efforts. The organizations covered in this research have linked their D & I initiatives to the Talent Management framework.

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