Talent Management and its Role in creating High Performance Work System: A Study of Oil and Gas Industry in India

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ABSTRACT

Oil and Gas being the most important source of energy is considered the life line of any economy. Today the sector is at cross roads. On one hand the demand for oil and gas is constantly increasing and on the other hand there are certain issues (such as green house gas emission and climate change, pricing, security of supply and constantly increasing budgets of exploration and production) that are pressing the industry severely. But high on the list are the workforce related issues. Such a scenario has put oil and gas companies into war for talent. In countries like India the situation is very complex. Besides the challenges that are faced by the international oil majors, the oil and gas companies in India are finding it very challenging to locate and attract the right skills. Probably the reasons may be lack of awareness among people about the importance and attractiveness of the sector, declining interest of the people towards science and technology, high degree of risk associated etc. The challenge for them is to develop rigorous talent management system which will ensure the availability of the right people for the industry and create high performance work system to enhance productivity and profitability.

The present paper has been divided into six sections. In the first part, the changes occurring in the business environment and in particular the challenges faced by the oil and gas industry have been discussed. The second section explores the concept and reviews the available literature on talent management (TM). In the third section an attempt has been made to explore models of talent management proposed by various consultants and researchers. In the fourth section a model for managing the talent has been proposed. The fifth section explores high performance work system (HPWS) and at last a framework has been proposed for future research.

INTRODUCTION

Stop losing out on lucrative business opportunities because you don’t have the talent to develop them. Ready, Douglas A., Conger, Jay A. (2007)

The advent of the era of globalisation and liberalisation accompanied by the information technology revolution has transformed the world around us. Business activities are no more limited and confined to the geographical boundaries of the countries. The inputs (people, technology etc) and the outputs (goods and services) are now freely available at any point of time anywhere in the world. Ulrich and Brockbank (2005) observe that there has been exponential growth in international movements of goods and services. The free flow of resources and the products and services have led to change in the assumptions and expectations of the customers. There is a high expectation for product performance, quality, and cost. These challenges have necessitated the changes in the organization structures, culture and business strategies. But running a company is not as difficult as it is thought, provided the managers are able to identify the critical and significant business threats and decide how those risks and threats will be mitigated (Verwaayen, 2008). Like any other business the oil and gas industry is also facing a whole lot of dynamic challenges. The energy industry being the key driver of economic growth of any country is experiencing a growing interest of governments as well as business organizations across the globe. As a result it has become most important issue in the international politics and a constant news story throughout the world. Besides an ever growing demand for oil and gas globally, the exploration and production costs are expanding. Concerns about issues such as pricing, security, greenhouse-gas emissions and climate change are creating challenges along with new opportunities. The recent global financial turmoil has added fuel to the situation. It has accelerated the need for efficiency and profitability. Although the industry is at cross roads but high on the list are workforce related issues. In countries like India the situation is very complex. Besides the challenges that are faced by the international oil majors, the oil and gas companies in India are finding it very difficult to locate and attract the right skills. Some of the issues that are among the most prominent challenges faced by the Indian oil and gas companies are: lack of qualified and trained human capital, declining interest of people towards science and technology, lack of awareness and orientation among people and unattractiveness of the industry. The challenge for them is to develop rigorous talent management system which will ensure the availability of the right people for the industry and enhance their productivity and profitability. While going through the literature available it has been observed that nearly every writer (consultants, business leaders, technology providers, industry experts, academics etc.) have unanimously highlighted the talent management as the most
important and pressing issue. It is pertinent here to quote few studies related to oil and gas. A survey (2008) conducted by Ernst & Young and Rice University reveals that nearly 90 percent senior human resource executives at top 22 international oil and gas companies believe that the industry is facing a talent void and consider the problem as one of the top five business issues facing their companies. Orr and McVerry (2007) of Oliver Wyman identify the talent challenges as the most significant issues that industry is going to face over five to ten years. They believe that attracting and retaining skilled workers will be one of the biggest risks to industry. A joint study (2006) conducted by Petroleum Federation of India and Pricewaterhouse Coopers states that scarcity of skills and non availability of talent at the entry level are some of the critical issues faced by the industry. Similarly Cazalot (2007) President and CEO Marathon Oil Corporation asserts that to achieve growth, full commitment of resources (people, capital and technology) is required. Cassiani (2007) President, ExxonMobil Upstream Research Company, is of the view that responding to industry’s challenges will require skilled people and effective work processes. The technology development will require new models for attracting, training and developing talent. He further observes that future success will depend on the availability of talent and its effective management. Beyer (2006) believes that owing to growing demand for Oil and Gas, managing human capital will become as important as managing the physical assets for Exploration and Production (E&P) companies over next 25 years.

The same concerns have been echoed by Deloitte as well. The Deloitte study (2005) concludes that since the economies, technologies, family structures and the workforce compositions are changing at a very fast pace, talent management has become necessary and critical for survival. Talent management is arguably more significant among oil and gas companies. In the following paragraphs we will explore the concept of talent management.

TALENT MANAGEMENT: CONCEPT AND REVIEW

Since 1998 when McKinsey coined the term war for talent, it has become a topic of debate in board rooms and academia both. Michaels, Jones, & Axelrod (2001) observe that talent management has become a hot topic everywhere. To develop the understanding of the topic and its role in organizational performance, we explored the available literature on the topic. Table-I depicts the definitions of talent management.

A survey conducted by Society for Human Resource Management reports that, as many as 53 percent of the organisations have specific talent management initiatives in place. Out of these companies 76 percent have talent management on top priority and 85 percent of human resource functionaries in these companies work in close coordination with top management to implement talent management strategies (Fegley, 2006). According to fourth annual global talent management survey report (2009 State of Global Talent Management) of Softscape, three out of four companies view integrated talent management as mission critical. Talent management is now being viewed as a key business process and a driver for organisational success. Heinen and O’Neill (2004) believe that talent management can be the best way to create a long-term sustainable competitive advantage. The same is also confirmed from the findings of Softscape survey.

Though there is an ever growing concern about talent management, yet there is no universally accepted definition and model of it. Different people have different perspectives. Even it is not clear whether the term talent management is different from human resource management or it is just rebranding of the latter (Lewis & Heckman, 2006). A review of the literature brings to light that there is a lack of clarity regarding the meaning and reach of talent management. While considering the aforementioned definitions of talent management, two set of perspectives emerge regarding the scope and objectives of talent management. The first perspective is general in nature. It seems that there is hardly any difference between human resource management and talent management. Like human resource management, talent management is concerned about everybody in the organization, for example see the definition proposed by Development Dimensions International Inc. (DDI). The advocates of this approach are of the view that every person is important for an organization. Armstrong (2006) believes that talent management seeks to achieve the extraordinary results with the ordinary people. Ashton and Morton (2005) state that talent management attempts to yield superior performance among all levels in the workforce thus allowing everyone to reach his or her potential, no matter what that might be. To Redford (2005) talent management is an approach to management that ensures that everyone at all levels works to the top of his/her potential and eventually enhance organisational performance.

This approach to talent management believes that every individual has the potential or the ability that needs to be taped and harnessed. For example Williams (2000) believes that there is often a wealth of potential competence waiting to be tapped, released and creatively channelled. Therefore it is the management practices and processes that need to be designed and implemented in such a way that they bring the best out of the people. Talent management is essential to catalyze and facilitate organisational learning and use of collective knowledge.

Unlike the first perspective, the second perspective examines talent management as the exclusive approach which is just concerned about a particular set of people. It focuses only on talent or high potentials rather than the entire work force. According to the proponents of the exclusive approach, talent management is a set or a bundle of practices designed to meet the demands for talent in the organisations (for example Kesler, 2002; Pascal, 2004 explain the term as a bundle of practices to make sure that the organisation has the adequate supply of talented employees).

Talent management is the strategic management of the flow of talent through an organisation (Duttagupta, 2005). These
views have been echoed by other authors also. Garrow & Hirish (2008) are of the view that talent management is about positive things – doing things for your best people, investing in developing them, building on potential and therefore helping people make the best use of their strengths and improve on their weaknesses. Morton, 2006; Fitz – enz, 2005 prescribe a set of eight and six human resource processes respectively as talent management. Wilcox (2005) believes that talent management is a mechanism to provide an accelerated development paths for highest potential employees. The essence of these definitions is to attract, develop and retain such individuals that are considered talented and are critical for the success of the organisation. According to McCauley, Smith and Campbell (2007) talent management is concerned with designing and implementing the strategies, culture, systems and processes needed for talent sustainability.

So there is great degree of difference in the understanding whether talent management should be focusing on certain group of people or the entire workforce should be its concern. Besides the difference of opinion regarding the scope of talent management (i.e. whether TM should focus on a few selected group of employees or it should consider all the employees of the firm) the different definitions of talent management brings out a new set of discussion. These definitions not only differ in terms of the scope but they also create confusion about the objectives of talent management. Some of the researchers view talent management as a tool to create competitive advantage whereas others aim to ensure the availability of right kind of people or to create an organizational culture or to bring change in the organization. Many times talent management is compared with strategic human resource management. Many researchers argue that talent management is moving ahead of strategic human resource management (SHRM). It is integrated process of ensuring that an organisation has continuous supply of highly productive individuals in the right job, at right time to ensure strategic outcomes are achieved and competitive advantage is sustained. Talent management talks about HR best practices, precisely it talks about optimising the competitive advantage through people (Agrawal, 2006). The researches on the topic have been carried out with different perspectives. The term has been defined and explained from process perspective, culture perspective, competitive perspective, developmental perspective, planning perspective, and change perspective. All these perspectives operate with different beliefs.

Competitive perspective looks at it as a tool that helps the organization to create a competitive advantage by identifying and retaining the best people. Woodruffe (2003) considers that talent management is about identifying the talented people, pay them well so that they become the source of competitive advantage. Heinen and O’Neill (2004) believe that talent management can be the best way to create a long-term sustainable competitive advantage.

Human resource planning approach emphasises that talent management is about having the right people matched to the right jobs at the right time and doing the right things (Mucha, 2004). The focus is on identifying and developing the successors. According to McCauley and Wakefield (2006) talent management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, talent reviews, succession planning and evaluation. To drive performance and to create sustainable success, these processes must be aligned with the business strategies.

Cultural perspective argues that talent management is about creating an organizational culture wherein people enjoy the freedom to demonstrate their talent and to succeed and to fail. This approach to talent management believes in hiring those people who are trainable and can be developed according to the organisation culture. Creelman (2004) believes that talent management is a mindset. Handfield – Jones, Michaels and Axelrod (2001) and O’Neal and Gebauer (2006) observe that talent management is the mindset that enables the company to attract, develop, excite and retain talent or employees of choice.

The process perspective supposes that talent management should include all processes needed to optimize people within an organisation (Farley, 2005). Charted Institute of Personnel and Development (2006) describes talent management as a systematic process of attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organisation.

Like the cultural perspective the developmental perspective focuses on hiring people at the entry level, provide them clear career paths and develop accordingly (Wilcox, 2005). And finally the change perspective views the talent management process as a driver of change in the organisation, using the talent management system as part of the wider strategic HR initiative for organisational change (Lawler, 2008).

Further to exploration of the definitions, we explored various models purposed by different consultants and researchers for implementing talent management in organisations to get competitive advantage and prevent themselves from talent shortage that has become a vital problem across the world today.

MODELS OF TALENT MANAGEMENT

Romualdo (2005) suggested four steps model that companies can adopt to quickly access their talent management process and begin improving their talent management competency. The model states that TM process begins with the identification of key roles that are critical for the survival and growth of the organisation. Identification of key roles is very important as it helps the organisations to ensure that it has the right people at the right job and roles and responsibilities are properly matched. Once the key roles are identified the next step is to take an inventory of the skills to determine the availability of the skills for the critical jobs and to identify the possible solutions in case of unavailability of the same. The most important aspect of the talent management process is to have the scientific and systematic measurement tools and techniques in place to
evaluate the talent management processes and efforts. Every aspect of the process is to be measured in terms of efficiency, impact and effectiveness. Finally the talent management efforts of the organisation will be able to deliver results only when there is a provision for process wide feedback loop to ensure minimum loss of information and proper dissemination of the objectives.

Bersin (2006) proposed a model that depicts talent management as a continuous process that stems from the business plan or the strategic objectives of the organisation. Business plan sets the direction and strength of the talent efforts that further helps the organisation in identifying talent related challenges; design the relevant HR processes and talent strategies. The model proposes that role and the competency management are the foundations for the talent management. Competencies set the tone for descriptions, provide the needed guidelines for workforce planning, recruitment, training and development, compensation planning and decide the benchmark for performance management.

Knowledge Infusion (2006) proposed a talent management model that seeks to create a road map to realise the organisational objectives. The model is based on the concept of “Talent DNA” that has three components. 1. Identification of key roles. 2. Identification of competencies required for the key roles and Creation of database of the competencies. Talent DNA is the building block of talent management that serves as the link among the various HR processes such as succession planning, career planning and performance management. The model provides a mechanism to make the effective and efficient talent related decisions. It further emphasises that TM is not about the effective people management practices such as procurement and succession planning only but it is an integration of data, people, processes and analytics.

McCauley, Smith and Campbell (2007) of Center for Creative Leadership proposed a descriptive model of talent management. According to them “talent management is the work of designing and implementing the strategies, culture, systems and processes needed for talent sustainability”. The organisational systems and processes that are central to talent management include

- Executive commitment and engagement
- Critical talent identification
- Development and succession
- Learning and development
- Competency model development and deployment
- Sourcing and recruiting
- Rewards and recognition
- Performance management

Knowledge management and the measurement of the effectiveness of the systems and processes used for the purpose of talent sustainability.

Talent Sustainability is an organisation’s ability to continuously attract, develop, and retain people with the capabilities and commitment needed for current and future organisational success. They further believe that everyone in the organisation has a role to play in talent management. The roles that they had identified are- “Talent orchestrators”, “Talent accelerators” and “Talent influencers”.

Taleo consultants (2009) define talent management as the implementation of integrated strategies or systems designed to improve processes for recruiting, developing and retaining people with the required skills and aptitude to meet current and future organisational needs. Like other models of TM, Taleo’s model also stresses the need for the integration of talent management processes with business goals and thus become the driver of business performance. The model also calls for strong executive commitment and engagement along with the requisite infrastructure to ensure that the organisation has the right quality and quantity of people.

Bearing Point Management and Technology (2008) proposes that for success of the organisational mission, an integration of organisational and employee based human capital strategies is very important. An effective talent management programme needs an alignment between the overall organisational strategic intentions, people management practices and technology. BearingPoint recognises that competencies serve as the critical foundation for creating a high-performance organisation and therefore must be integrated into the core of any talent management system.

Development Dimensions International, Inc defines talent management as the system in which people are recruited, developed, promoted, and retained to optimize the organisation’s ability to realize positive business outcomes in the face of shifting competitive landscapes and labor requirements. DDI’s talent optimization model clearly explains that the talent management efforts of the organisation must begin with the end in mind. (i.e. all the TM decisions must be focused on the strategic intentions and desired outcomes.) The model emphasises at four level of organisational analysis to ensure that TM builds leadership capability and create flexible organisation to meet rapidly changing market conditions. The critical components of the DDI framework are

1. Scanning of the business environment
2. Identification of the needed talent to meet the challenges of the environment
3. Preparation of the game plan and
4. A proper insurance policy to ensure that the plans are executed and implemented the way the organisation wants them to be implemented.

It can be concluded that the model shows a tight linkage between talent management processes and outcomes of business.

Deloit also explains the talent management as a four step process

1. Linking talent strategy with business strategy and business outcomes.
2. Identification of critical workforce segments
3. Focus on what critical talent cares about most and deciding on

Regardless of the perspective taken, the fundamental idea is that talent management has the strategic importance and can differentiate an organisation when it becomes the core competence and when its talent significantly improves strategy execution and operational excellence (Ashton, & Morton 2005).

The strategic importance of talent management is also getting reflected from the work of Huselid, Beatty & Becker (2005). In their paper “A Players” or positions”? The Strategic Logic of Workforce Management, they propose the portfolio approach to workforce management (Placing the very best people in strategic positions, good people in support position and eliminating non performing employees and jobs that do not add any value). If we believe Ashton, Morton, Huselid and others then it is clear that talent management needs to be considered as one of the key business processes and be embedded in the strategic management process of the organisation. Boudreau and Ramstad (2004) have tried to link the TM with the strategic management of the firm by developing a model The HC BRidge® Decision Framework (See figure 1).

PROPOSED MODEL FOR TALENT MANAGEMENT

Based on the different definitions and perspectives of TM various models of talent management have been developed but like several other theories of organisation, none are complete. Rather being right or wrong each approach points to different aspects of the process needed to develop effective talent management. On our understanding and appraisal of the literature available we may define talent management as “A developing distinct management science that seeks to help organisations to create competitive advantage by linking its strategic intentions to the talent pools of the organisation.” Here we have made efforts to develop a distinct model of talent management (see figure 2) which would be useful for further application.

To investigate the key dimensions of talent management, in addition to the analysis of the various models of TM, we conducted a pilot survey through unstructured interview with the executives from few Oil and Gas companies in India. After analyzing the interview findings and review of the literature we have concluded that talent management is not just about procuring, developing and retaining the high potential individuals or the talents rather it is about creating a system that aligns the organisational strategic plan with the talent or talent pools and the talent strategies of the organisation. In essence it entails creating a talent centric organisation. Coherent and integrated talent management system is likely to be developed only if the organisation recognises and proceeds with the strategic importance associated with management of talents or talent pools.

Talent management addresses organisation wide issues (organisational cultural, structure and transformational issues) along with the core areas of human resource management. We do not focus on the talent practices and the strategies only, but also take in to account the organisation wide talent Management strategies along with the functional human resource strategies. Talent management must begin with the scanning of the competitive and the internal environment of the organisation that decides the strategic position or the strategic intentions of the organisation. To make talent management strategic, it should not only be based on the strategic intentions of the organisation rather should be capable to influence the strategic intentions of the organisations. It calls for a proactive approach to talent management. Once the organisation has the clear picture of its strategic position and the intentions, identification of the key roles (that are critical for the survival and success of the organisation) Vis a Vis the assessment of availability of the Talent for such jobs becomes very important. Simultaneously the organisations must also assess and redefine (if necessary) the organisational culture, structure and the organisational development interventions along with the relevant and appropriate talent management practices that are crucial for the management of talent. The assessment of organisation wide practices is of utmost importance as they in turn influence the functional talent management strategies and practices. Based on our review of the literature and the unstructured interview of the executives from oil and gas industry, we identified the following variables of the talent management.

- Executive Commitment and Engagement
- Key roles or positions
- Identification of talent or talent pools
- Attracting the talent
- Performance management and rewards
- Development
- Succession and retention
- Talent management system
- Process control and measurement.

HIGH PERFORMANCE WORK SYSTEM

A high performance organization or high performance work system could be defined as an organization in which each person is a partner in the business. i.e. a system where every individual is contributing towards the achievement of business objectives. It is a set of specific HR practices, processes and work structures that maximises employee commitment and motivation, competencies, flexibility, creativity and innovativeness and helps to create a pool of talent to fill the talent gaps and vacancies that are likely to arise in future.

High performance working model seeks to increase the productivity, quality, customer satisfaction and profits by developing a number of interrelated approaches which together make an impact on the performance of the firm through its people. US Department of Labour (1993) has identified the following characteristics of high work performance system ( As stated by Armstrong and Baron(2004) as – Extensive system of recruitment , selection and training, formal system of information sharing, clear job design, employee participation, attitude surveys, periodical performance appraisal and reviews , properly functioning grievance handling system and fair promotion and compensation system. According to Snell & Bohlander
(2007) HPWS can be defined as a specific combination of HR practices, work structures, and processes that maximizes employee knowledge, skill, commitment, and flexibility. Various other researches such as Lawler, Mohrman, and Ledford (1995) have identified: the employee involvement, performance reward linkage, knowledge development, information sharing and trust as the key characteristics of HPWs. The primary principles that support the high performance work system may be summarized as

1. People or organizational members are viewed as the greatest resource. Treating them as the members not just the employees.
2. Information sharing- this includes sharing of authentic, relevant and timely information about organizational goals, strategies, performance and future plans in order to minimize the confusions, rumors, developing common understanding among organizational members and there by creating an environment of openness and direction that leads to improved organizational performance.
3. Competence development – the focus is on continuous development of employee knowledge, skills and abilities through valuing and encouraging self development, interdisciplinary functioning, designing and implementing training and development programmes, inviting experts to share ideas and by utilizing relevant existing skills for change.
4. Team work and collaboration is the focus of the system. Teams are responsible for identifying bottlenecks, solve problems and manage all the tasks and processes to accomplish business goals.
5. Linkage between performance and reward – Employees are rewarded based on their performance. This linkage seeks to create the role models, authenticity of management decisions and a transparent system.
6. Career development- In order to ensure the timely and reasonable supply of talent in the organization, to motivate them for superior performance and for retaining the talent people should be provided the clear cut career paths and helping them to design their own career objectives in the light of organizational objectives.
7. Creativity and innovativeness – The competitive organization cannot remain competitive forever. It needs to find out newer ways of doing things and create competitive advantage. For this reason encouraging employees for lateral thinking, creativity and innovativeness is very important.

Based on the review of literature on high performance work system, we identified the following variables of HPWS. Employee Competence Development Career Development, Commitment and Motivation, Creativity and innovativeness and Flexibility

FRAMEWORK FOR OUR RESEARCH

In Our next investigation we will test our proposed model of talent management (section fourth in the present research paper). By testing this new model we seek to develop a talent management model for the oil and gas companies for enhancing their productivity and profitability. Further to testing of the talent management model, we will investigate the role of talent management in creating high performance work system through the following research framework

SCALE CONSTRUCTION

Exploratory research was conducted to develop initial insight about the topic. The principle sources of data for exploratory research were reviews from the literature and Unstructured interview with the executives working in the oil and gas Industry.

For the purpose of interview, initially 60 executives working in the capacity of department heads and possessing experience of more than ten years were selected. Finally we could get the confirmation from 50 executives only. The final respondents include people working as Sr. Managers, Dy. G.Ms, G.Ms, Vice Presidents, Consultants and Sr. Professors who have got exposure to oil and gas industry. The outcome of the exploratory study helped in deciding the variables for the construction of the scale. The instruments containing 115 and 75 items were developed for talent management and high performance work system respectively and were sent to 10 experts to confirm the face validity of the questionnaires. A pilot study was conducted with a sample of 50 executives, ranging from Sr. managers to vice presidents, from oil and gas industry. The executives had suggested some minor changes with respect to clarity and language of the items. Reliability of the instruments has been determined with the use of Cronbach’s Alpha. The value of Cronbach’s Alpha for these questionnaires was calculated as .9448 and .9774. In the next step further analysis will be carried out.

HYPOTHESES

Hypothesis 1:
Ho: There is no significant impact of talent management on employee creativity and innovativeness.
Ha: There is significant impact of talent management on employee creativity and innovativeness.

Hypothesis 2:
Ho: There is no significant impact of talent management on employee competence development
Ha: There is significant impact of talent management on employee competence development

Hypothesis 3:
Ho: There is no significant impact of talent management on employee career development
Ha: There is significant impact of talent management on employee career development

Hypothesis 4:
Ho: There is no significant impact of talent management on organisational flexibility
Ha: There is significant impact of talent management on organisational flexibility

Hypothesis 5:
Ho: There is no significant impact of talent management on employee commitment and motivation

Refer Fig-3
Ha: There is significant impact of talent management on employee commitment and motivation

RESEARCH TOOLS

Multiple Regression Analysis

CONCLUSION

On the basis of overwhelming evidences we may conclude that integrated talent management improves business performance. Organizations gain competitive advantage when they adopt a strategic and rational approach to talent management. The new economic order has provided an opportunity as well a challenge to human resource management and its functionaries to play an important role in achieving the strategic objectives of the organization. They are not required to implement the organizational strategies only but to play an active role in designing and formulating the strategies. For this they need to have a multidisciplinary approach and an understanding of the business goals. HR functionaries have got to play significant role in addressing challenges of fast changing business scenario as well as enhancing the strategic fit between the TM practices and organizational strategic plan. Taking the strategic approach to talent management involves making the function of managing the talent the most important priority in the organizations and integrating all TM policies and procedures with the company strategy.

References:


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<th>TABLE-1</th>
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<td>Activities and processes that involve the systematic identification of key positions which differentially contribute to the organization’s sustainable competitive advantage, the development of talent pool of high potential and high performing incumbents to fill these roles and development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization</td>
<td>Collings &amp; Mellahi</td>
<td>2009</td>
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<tr>
<td>A matter of anticipating the need for human capital and then Setting out a plan to meet it.</td>
<td>Cappelli</td>
<td>2008</td>
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<td>Management and human resource management decisions and practices that relate to and involve the entire workforce.</td>
<td>Briscoe</td>
<td>2008</td>
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<td>A specific way of attracting and retaining the key knowledge and capabilities of the future.</td>
<td>Blackman &amp; Kennedy</td>
<td>2008</td>
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<td>Additional management processes and opportunities that are made available to people in the organisation who are considered to be talent.</td>
<td>Blass</td>
<td>2007</td>
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<td>Recruitment, development, measurement, and management of high-potential employees.</td>
<td>Stahl et al.</td>
<td>2007</td>
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<td>Umbrella like HR concept, focusing on high achievers covering the entire process from hire to retire in addition to tying HR to strategy. It is based on the recognition and development of top performers which thereby can provide the organisation with better performance and a competitive advantage.</td>
<td>Brandt &amp; Kull</td>
<td>2007</td>
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<td>A new approach to HR, a more holistic approach, i.e. aligning all the functions of human resource management in a manner that together they deliver the results. They are to be complementary to each other.</td>
<td>Business Week research Services</td>
<td>2007</td>
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<td>Organisations seek to map individuals across the organisation in terms of performance and potential, and it is those who are identified as high performers with high potential are most often the focus of talent management.</td>
<td>Sexton</td>
<td>2007</td>
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<td>A systematic process of attraction, identification, development, engagement/retention and deployment of those individuals with high potential who are of particular value to an organisation.</td>
<td>CIPD</td>
<td>2006</td>
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<td>The process of managing the supply and capabilities of the workforce to meet the demand for talent throughout the organisation to achieve optimal business performance.</td>
<td>Knowledge Infusion</td>
<td>2006</td>
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<td>The system, in which people are recruited, developed, promoted, and retained to optimize the organisation’s ability to realise positive business outcomes in the face of shifting competitive landscapes and labor requirements.</td>
<td>Development Dimensions International Inc. (DDI)</td>
<td>2006</td>
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<td>An attempt to ensure everyone in the company, at all levels, work to the top of their potential.</td>
<td>Redford</td>
<td>2005</td>
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<td>Hiring, training, retention and all activities that relate to developing and growing your workforce.</td>
<td>HR Focus</td>
<td>2005</td>
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<td>The purposeful act of managing the various pools of talent within an organisation to ensure that the company has a robust continuous supply of the right people, in the right jobs, at the right time.</td>
<td>Dias</td>
<td>2005</td>
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<td>It is a mindset, where talent is at the forefront of organisational success.</td>
<td>Creelman.</td>
<td>2004</td>
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<td>Talent management is a collection of HR practices, representing an ongoing, proactive activity.</td>
<td>Schweyer</td>
<td>2004</td>
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<td>The identification, development, and management of the talent portfolio - i.e. the number, type, and quality of employees that will most effectively fulfill the company’s strategic and operating objectives.</td>
<td>Knez &amp; Ruse</td>
<td>2004</td>
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<td>Concerned with identifying and developing high-potential talent across the organisation’s worldwide operations.</td>
<td>Becker et al.</td>
<td>2004</td>
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<td>It represents an integrated process of ensuring the organisation has a continuous supply of highly productive Individuals in the right job, at the right time.</td>
<td>Sullivan</td>
<td>2004</td>
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<tr>
<td>Categorizing and nurturing skills that will be needed to maintain future competitive advantage.</td>
<td>Frank &amp; Taylor</td>
<td>2004</td>
</tr>
<tr>
<td>It is about attracting, identifying, recruiting, developing, motivating, promoting and retaining employees with strong potential to succeed within the organisation.</td>
<td>Berger &amp; Berger</td>
<td>2004</td>
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<td></td>
<td>Laff</td>
<td>2006</td>
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<td></td>
<td>Baron &amp; Armstrong</td>
<td>2007</td>
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<tr>
<td>Involves integrated HR practices charged with attracting and retaining the right people in the right jobs at the right time.</td>
<td>Heinen &amp; O’Neill</td>
<td>2004</td>
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<td></td>
<td>Piansoongnern et al.</td>
<td>2008</td>
</tr>
<tr>
<td>It requires doing what human resource functions have always done but they must now do it faster, using the internet or outsourcing, and they must do it across the entire organisation, rather than within a department or division.</td>
<td>Olsen</td>
<td>2002</td>
</tr>
<tr>
<td>A set of processes designed to ensure the adequate flow of employees into jobs throughout the organisation.</td>
<td>Kesler</td>
<td>2002</td>
</tr>
</tbody>
</table>
Figure 1

Figure 2

Domain

External Environment

Organizational Level Talent Strategies
- Organisational Culture
- Organizational Transformation
- Organisational Structure

Talent Practices
- Procurement Development
- Performance Mgt.
- Compensation
- Retention

Functional Talent Strategies
- Performance
- Reward
- Capability development
- Succession planning

Internal Environment

Strategic Objectives/Situation

Strategic plan/Business Strategies

Key Roles/Activities

Talent Pools Required/Available

Organizational Level

Talent Strategies
Figure-3

**Talent Management**
- Executive Commitment and Engagement
- Key roles or positions
- Identification of talent or talent pools
- Attracting the talent
- Performance management and rewards
- Development
- Succession and retention
- Talent management system
  - Process control and measurement.

**High Performance Work System**
- Employee Competence Development
- Career Development
- Commitment and Motivation
- Creativity and Innovativeness
- Flexibility