

# **The effectiveness of management of talent in the financial sector**

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## **ABSTRACT**

The focus of the study is to investigate the perceptions of employees on the implementation of the talent management framework within a financial institution henceforth referred to as Company X to maintain anonymity. The research is aimed at solving the problem of insufficient organisational support to attract and acquire, develop, and optimise and retain talent in the workplace. Three investigative questions were formulated for the survey in mitigation of the recommendations to solve the problem. Making use of non-probability sampling by using the convenient sampling method, 150 employees within Company X were targeted. The data analysis and interpretation of the results were based on the responses of 81 people. For the data design, a survey questionnaire (Likert four point scales) was designed with 22 items covering the aspects of leadership, talent pipeline and job profiling. Based on the interpretation of the results several recommendations were made to the management of the organisation with the aim of improving their current human resource management of talent. It was found that the organisation has a realistic integrated talent management framework implemented in comparison to the framework provided by organisations such as PricewaterhouseCoopers and Ernst & Young.

## **LIST OF ACRONYMS**

CEO	Chief Executive Officer
CPA	Career Path Appreciation
CPP	Cognitive Potential Profile
CRM	Customer Relations Management
HR	Human Resource
HRM	Human Resource Management
EI	Emotional Intelligence
EQ	Emotional Intelligence Quotient
ERP	Enterprise Resource Planning
EY	Ernst & Young
IQ	Intelligence Quotient
JM	Junior Management
MBTI® Q	Myers-Briggs Type Indicator® Step II™ (Form Q) assessment
MM	Middle Management

NBI	Neethling Brain Inventory
PwC	PricewaterhouseCoopers
SAP (HCM)	SAP (Human Capital Management)
SM	Senior Management
SWOT	Strength, Weakness, Opportunities, Threat

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## **CHAPTER 1: ORIENTATION TO THE STUDY**

### **1.1 Introduction**

This chapter covers the introduction and background to the subject for this study; the description of the problem statement; followed by the investigative questions to be answered in the survey; the objective of the study; the research assumptions; abbreviated literature review; research methodology and data capturing design; and research constraints.

The next chapter provides a literature study aligned to the investigative questions which have to be answered by this research study. This is followed by chapter three which covers the research methodology and data analysis design. Chapter four covers the data analysis and interpretation of the reported results. The final chapter five provides an integrative overview of the entire research study with summary conclusions and recommendations, the limitations of the study and the contribution that this study made to the scientific body of knowledge in the field of talent management as well as suggestions for further research.

### **1.2 Background to the subject for this study**

Talent is a source of creativity normally over-rated and the most frequently misunderstood. Some if not most of the organisations hire highly qualified individuals from top universities, fast track them to senior roles reward them well and never effectively assess their performance. According to Maxwell (2007: 1) citing Drucker “there seem to be little correlation between a man’s effectiveness and his *intelligence*, his *imagination* or his *knowledge*”. Although all of these elements referred to by Maxwell (2007) are essential resources of talent, their effectiveness

converts them into results. This shows that talent alone is never enough; hence there is a need for effective management of talent in organisations.

It is important to understand that talent is an inherent gift that should be harnessed, appreciated, managed and be celebrated at all cost. Managers and educators should always observe talented people, embrace them, and recognise them and their contributions in the various spheres of life, be it in the arena of sports, various society activities, or within organisations. Better still they should assess employee's talent.

For example, consider the importance of talent that can be witnessed in a sports event like a road running marathon. Anyone can run a marathon depending on the level of physiological and physical preparation, their fitness level, and their endurance. Those with a talent for running can emerge as winners provided they are fit and consistent in using their talent correctly. However, to win the marathon requires one person who can run faster and show endurance and perseverance, and not to forget their fitness level gained through proper preparation.

The more people with talent are identified in various spheres, the greater the potential talent is witnessed and the better leaders emerge. At times in an organisation, there can be a task which requires a specific talent rather than involving a number of people in a task.

Maxwell (2007) is of the opinion that some people consider talent to be greater than other important personal attributes such as character and commitment and by not knowing their talent they fail to achieve success and fulfilment in their life. Everyone has something that he or she does very well. It therefore stands to reason that knowing one's talent can give one a head start on others as it gets an individual noticed, and it always stands out all the time. Too many talented

people who start with an advantage over others lose that advantage when they rest on their talent or misdirect their talent instead of raising and focusing it correctly (Maxwell, 2007). It should be understood that as individuals, not everyone is gifted in the same way, but people may have equal value in terms of knowledge, experience and educational qualifications. For example, some people are multi-talented and others are more specialised. Hence it is important to understand that the advantages of talent last only as long as talent is adequately matched to jobs and careers.

Talent management will help steer the individual to make choices that will empower a talented individual in a direction to the benefit of both the individual and the organisation. Hence it is important to have talent management in both ones individual career and within the organisation. Individual talent management revolves around the key choices of beliefs, passion, taking initiatives towards specific activities by utilising one's cognitive and conative abilities (Maxwell, 2007). On the other hand, talent management in an organisation includes practices such as attraction and acquire, develop talent, optimise talent, reward talent and retention of talented people (refer to Figure 1.1) as organisations build their brand to become a preferred employer (Cappelli, 2008).

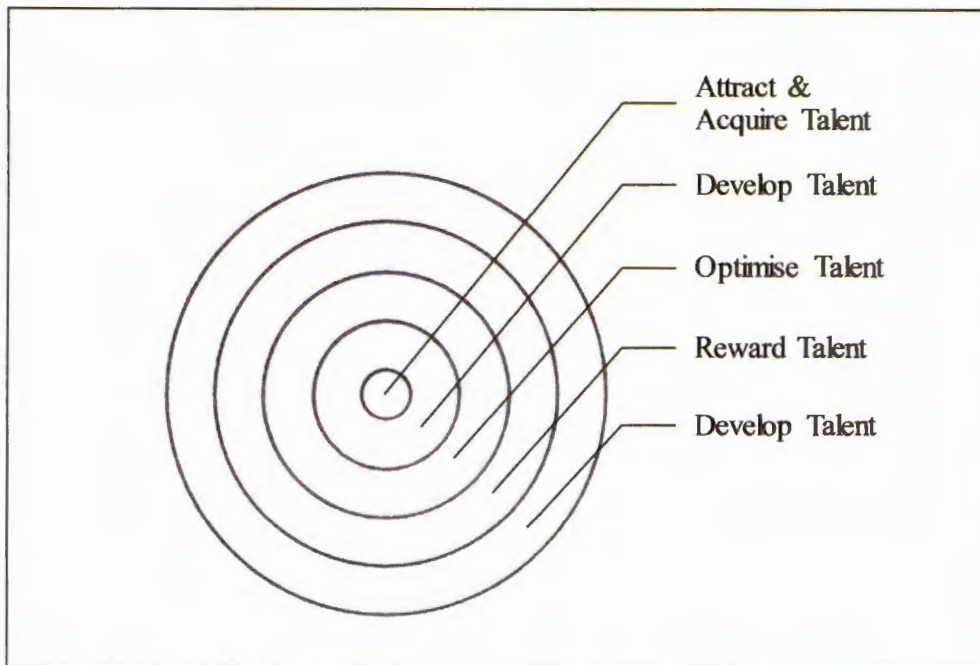


Figure 1.1: Talent management practices (source: McCartney, 2006; Cappell, 2008; modified).

It is important to understand talent in the context of different organisations, which they define talent differently. According to Ward and Tripp (2013: 277) Talent = Competence X Commitment X Contribution (refer to Figure 1.2).

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Ulrich (2014) defines competency, commitment and contribution as follows:

- Competency in the organisation involves placing a skilled person in an appropriate position at a time required for the job specification.
- Commitment on the other hand is to enact an employee value proposition in terms of what do I get and what do I give out.
- Contribution is about creating meaning at work through, identity, purpose, relationships, work environment, work itself; learning/resilience and civility.

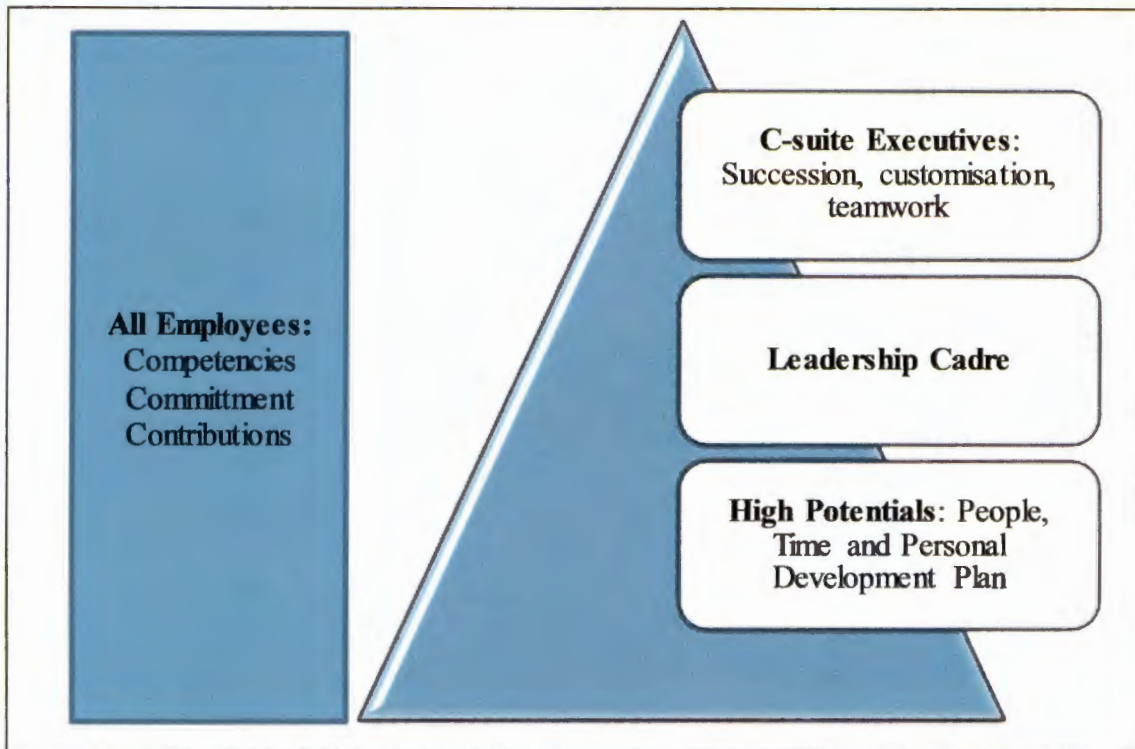


Figure 1.2: Talent Definition (Source: Dave Ulrich, 2014; modified)

According to Kehinde (2012: 179), talent management is defined as the “implementation of integrated strategies or systems designed to improve the processes for recruiting, developing, and retaining people with critical skills and aptitudes to meet current and future organisational needs.” Kehinde (2012) further explains that talent management is the additional management processes and opportunities that are made available to people in the organisation who are considered to be the required talent for a period of time. It was further indicated by Ulrich, Smallwood and Sweetman (2008: 98) that talent management “focuses on how individuals get attracted, developed, prosper within the organisation and later exit the organisation.” Managing retention is a constant problem for many organisations, and is likely to become more serious in future years since organisations are fighting for these scarce skills.

Talent requirements can vary between jobs within organisations over time. Some organisations define 'talent' in terms of performance and potential, in particular high potential. Others define talent as a critical skill set which has become scarce or difficult to obtain in the labour market. Scarce skills are those occupations in which there is a scarcity or shortage of qualified and experienced people (Daniels, 2007). This scarcity can be current or anticipated in the future, and is usually due to the fact that either people with the required skills are simply not available or they are available, but they do not meet the organisation's employment criteria.

Critical talents are inherent within those employees who drive a major part of the company's business performance and generate above average value for customers and shareholders. They possess highly developed skills and deep knowledge and understanding of the business; they always go above and beyond to contribute to the success of an organisation. Critical talents (skill sets) are important to organisations and if absent lead to inefficiency, increased costs, can cause business disruptions, and can lead to recruiting wars.

Critical skills may vary by industry, job and organisation. Within the financial service sector the following non-exhausting list are regarded to be critical skills: *Chartered Accountant; Financial Accounting; Business Analyst, Product Development Manager; Pricing specialist; Credit Assessment; Senior Economist; Information Security; Business Intelligence; Senior Remuneration Specialist; Technology Architect; Programmer; Actuary; Corporate Finance; Investment Fund Management; Structuring Debt/Equity; Capital & Liquidity Management; Property Portfolio Management; Property Finance Structuring; Equity Trading; Derivatives and Commodities Specialist, etc.*

According to Company X, talent management is the perfect combination of process, programmes, and culture to make them a leader in attracting, developing, optimising, engaging and retaining the very best talent. They describe an integrated talent framework as a comprehensive and actionable way of managing and developing for success across the board. It is a key management tool and is designed to allow a leader or a manager to have a real and lasting impact on the lives and work of their subordinates. The framework serves as the foundations on which Company X can build its key talent practices of:

- Attracting and acquiring talent.
- Developing talent.
- Optimising talent.
- Engaging and retaining talent.

The framework assists in getting people who can help the organisation to achieve all its strategic objectives and meet all its future business needs. Talent management for Company X is not just a HR function. It is a fundamental part of the day-to-day responsibilities of all Company X leaders and managers. Talent management for Company X means:

- identifying people with real potential to make things happen;
- helping talented people (both current and prospective employees) to realise their potential by supporting them as they move into new roles on their career path; and
- doing everything they can to retain talented and skilled employees so that they can keep on contributing to the organisation success.

Talent management has a negative impact on the organisation if not managed effectively. The following consequences can emerge where there is an in-effective management of talent. In-effective management of talent can result in giving rise to the followings problems in an organisation.

- Poor succession planning: - can cause an organisation to suffer in terms of business continuity.
- High financial cost: - due to talent departure which can have both direct and indirect costs.
- Impact organisation sustainability: - happens in organisations where critical skills are essential for success of the organisation.
- Increased litigations: - organisations can spend significant amounts of time and resources addressing the issues of disgruntled employees.
- Productivity losses and workflow interruptions: - contributing to financial losses.
- Service quality: - this can impact customer relations management (CRM) and customer service levels.
- Loss of expertise: - knowledge gets lost in the industries or organisations which may take time to replace.
- Loss of business opportunities: - poor management of talent can compromise competitive advantage.
- Disruption of social and communication network: - poor management of talent can disrupt teamwork and productive patterns.

- Low morale of employees: - the disruptive nature of poor management of talent can affect morale of employees who are overwhelmed by workload and instability in the workplace.
- Brand image of the organisation: - poor management of talent creates a negative image of the organisation.

These factors can all have negative consequences which affect an organisations performance in maintaining a market leadership position, stakeholder support and market share.

### **1.3 Problem statement**

The problem is stated as: *“The lack of sufficient organisational support for an integrated talent management ‘framework’ to attract and acquire, develop, and optimise and retain talent in the workplace.”*

### **1.4 Investigative questions**

The investigative questions to be answered by the study in mitigation of the problem statement are to establish whether the implemented integrated talent management ‘framework’ in Company X is delivering the value-add which the organisation is aiming to achieve.

- What is the *role and support of top management* to ensure that their leadership is ensuring supportive buy-in within the organisation for the effective implementation of the integrated talent management ‘framework’?
- How successful is the current integrated talent management ‘framework’ in *building the organisations ‘talent-pipeline’* to ensure essential critical skills which are required for

sustainable competitive advantage of the organisation in the short, medium and long-term?

- Are the *criteria used* to populate the current integrated talent management ‘framework’ *perceived to be fair, effective* and ensuring that competent performers are actually positioned in the right job.

### **1.5 Objective of the study**

The objective of the study is to answer the investigative questions to resolve the research problem and make recommendations to management for improvement of the integrated talent management ‘framework’ currently in use.

### **1.6 Research assumptions**

An ‘assumption’ represents a condition that is taken for granted, but is essential for others to know with respect to the particular research study. This is particularly important when the quality of a dissertation is being judged in terms of the clarity of purpose (Leedy & Ormrod, 2001: 62-63).

The following research assumptions are been made:

- the research sample will be large enough to ensure that analysed results will not be skewed;
- the respondents of the survey sample will answer the survey questions honestly;

- all respondents receiving the survey questionnaire will clearly understand the questions to be answered, and
- the survey will have full management support.

## 1.7 Abbreviated literature review

The literature review presented in chapter two of this research study has been aligned to the investigative questions that have to be answered by this research to resolve the stated problem.

The following areas are covered.

- The role and support of top management in its 'leadership' to ensure the effective implementation of an integrated talent management 'framework' in ensuring supportive buy-in within an organisation. The areas covered are: *organisational strategy (organisational design-branding, strategic workforce planning)* for attracting talent; *leadership philosophy, leadership commitment, succession planning* (leadership pipeline) and *transformational change management a new or modified organisational culture (shaping the future)*. Some key sources reviewed are: (Collins, 2001; Covey, 2008; Kouzes & Posner, 2006; Maxwell, 2007; Ulrich et al., 2008).
- Talent management is a myth until one have a *talent profile* (talent is a conscious process where one has to be given a feedback about his or her competencies) within organisations; The areas covered are a variety of *assessment tools* to get at *cognitive* and *conative employee talent*, and the importance of *emotional intelligence* skills essential for team leadership and management. Some key sources reviewed are: (Schmickl, 2014; Hilgard, 1980; Kolbe, 2010; Sinetar, 2000; Zohar & Marshall, 2000).

- Building the organisations ‘talent-pipeline’ to ensure essential critical skills which are required for sustainable competitive advantage of the organisation in the short, medium and long-term; an integrated talent management framework is required, this is achieved by looking at an integrated talent management practices through *job profiling, attract & acquire talent, talent matching, develop talent, optimise talent, reward and retention talent*. Some key sources reviewed are: (Philips & Edwards, 2009; Bersin, 2008; Leigh & Hoare, 2012; Macey et al., 2009).
- The researcher reviewed integrated talent management framework models used in today’s business operations.

The literature review forms the foundation for constructing the survey questions used for data gathering which is discussed in chapter three - the research design and methodology. Some key sources reviewed are Roberson and Abbey (2003) and Berger and Berger (2010).

## 1.8 Research methodology and data capturing design



The researcher adopted the case study method approach by targeting one organisation in which the investigation was conducted which focuses on how well the existing integrated talent management ‘framework’ in operation is functioning as compared to those of Ernest & Young (EY), and PricewaterhouseCoopers (PwC). According to Yin (1994: 1), case study research can “be used in a variety of situations, amongst other: organisational and management studies, research into the social sciences, the academic disciplines including professional fields such as business administration, management sciences, and social work.” According to Collis and

Hussey (2009: 82), case studies are often referred “to as exploratory research or an area where there is a deficient body of knowledge.” The researchers list four case study approaches, namely:

- Descriptive case study: where the objective is restricted to describing current practice within an organisation;
- Illustrative case study: the research findings attempt to illustrate new and possibly innovative practices adopted by a particular organisation;
- Experimental case study: where the researcher examines difficulties and implementing new procedures and techniques in an organisation and attempt to evaluate the benefits;
- Explanatory case study: where existing theory is used to understand and explain what is currently happening within the organisation.

The case study method used for the research design made use of a combination of the *descriptive* (where the objective is restricted to describe current practices) and *explanatory* case study methods (where existing theory is used to understand and explain what is happening).

For data capturing the researcher has made use of a special design survey questionnaire. This will be discussed in greater detail in chapter three, which covers the research methodology and data capturing design.

The researcher had available over one thousand (1,000) employees across all occupational levels, which make up the population of organisation used in Company X spread throughout South Africa. A sample response of eighty one (81) managers was used from Company X representing Senior Management (SM), Middle Management (MM) and Junior Management (JM). To

determine the sample size targeted to complete the survey instrument, the researcher made use of 'non-probability sampling' using the 'convenience' sampling method.

## **1.9 Research constraints**

Collis and Hussey (2009: 124-125) refer to research constraints as comprising of both 'limitations' and 'delimitations.' Limitations identify weaknesses in the research and this is elaborated upon at the end of the study in chapter five. Delimitations explain how the scope of the study was focused on one particular entity.

## **1.10 Summary**

Talent management is one of the most important strategic objectives of organisations to date. It is regarded to be an essential component of management within human resources management (HRM) function in an organisation. Furthermore, it is regarded as a key factor in strategic management in having to maintain a competitive advantage. It is required for success, efficiency, and consistency in today's modern world.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1. Introduction**

This chapter provides the literature review aligned to the investigative questions which have to be answered by this investigation as it will provide the foundation for the research and data collection design. The areas of the literature review covered the following:

- Organisational strategy;
- Job Profile;
- Talent management practice;
- Integrated talent management models.

### **2.2. Organisational strategy**

Organisational strategy reflects management assessments of the organisation situation and its choice of how to pursue the organisation short, medium and long-term goals (Burton, Obel & DeSanctis, 2011). It can be defined in a number of ways; some organisations described it in terms of five forces of the organisation's economic situation (Porter, 1985): the power of suppliers, the power of buyers, substitutes, potential entrants, and the power of rivalry among existing competitors. For an organisation to meet its short, medium and long-term goals, innovation and talent becomes a priority. Without these the organisation cannot live up to its aim of existence.

According to Cheese, Thomas and Craig (2008: 9), “many organisations have begun to recognise the important role talent plays in their success, few are managing talent strategically, whereas some are still lagging behind.” This means leaders need to identify and invest in the critical and scarce talent that provide a platform for organisation success, growth, new opportunities and building sustainable competitive advantage. Organisations can source a lasting competitive advantage by aligning talent management practices with the business strategy.

For an organisation to ensure that human capital and talent management practices remains one of its competitive advantage, talent management practices should be integrated into business strategy. One should say an organisation that invests in building distinctive capabilities in managing talent to produce extraordinary results is the one that links corporate business strategy with a talent management practices. They define talents needs and discover their own diverse source of talent. This is done through developing collective talents of individuals by deploying these talents in ways that engage and align people around planned organisational activities (Cheese et al., 2008).

According to Cheese et al. (2008: 10), “talent management capabilities are highly integrated, aligned with the organisation business strategy and embedded in its operations; they constitute a distinctive organisational capability and a source of lasting competitive advantage.” Therefore, talent management is a business imperative which has emerged in recent times as a critical factor of success to sustain business and operational leadership. It is important to understand that talent is a strategic issue in an organisation, whereas a human resource management strategy is an intrinsic part of any business strategy. This means, understanding the value of talent and recognising the critical component of business strategy is important.

## 2.2.1 Organisational design and employer brand

Organisation will perform the way it is designed to perform and so the design must be able to realise the specifically desired output Stanford (2005). Organisation design is more than just its structure however, it is important to have an idea of what types of structures are commonly found in the organisation in order to find structure that will meet the overall organisation design purpose Stanford (2005). It is an on-going and everyday activity, and this has been a challenge to every executive (Burton, Obel & DeSanctis, 2011). According to Bernus, Nemus and Schmidt (2003), citing Goold & Campbell (2002), the actual process of organisational design may start from the following three points:

- The current organisational design – with the aim of finding deficiencies and ultimately coming up with a better design;
- A proposal for a new design – where the new design (most likely a modification of the existing one) is intuitively changed and improved;
- The definition of design criteria that a new organisation will have to achieve – where the objectives of the organisation; change are known, but no new design is yet proposed (e.g. to create a brand new design for a new venture).

A well-designed organisation with a strong employer branding is perceived as being a well-managed organisation and a great place to work. However, a weak employer brand can reflect negatively on organisational best practices such as talent management practice and its strategies. According to Van der Sluis and Bunt-Kokhuis (2009: 59) an “effective employer branding yields benefits when an organisation gradually finds it easier and less expensive to recruit and retain top

talent while their competitors must look harder and pay more to obtain competent people.” Van der Sluis and Bunt-Kokhuis (2009) stated that most organisations that have an employer branding strategy have the intention to increase:

- knowledge about the organisation as employer;
- preference for the organisation as employer of choice; and
- motivation for potential employees to apply for a position in the organisation.

This implies that employer branding is the process of creating an image of a great and preferred place to work by both current and future prospective talented people (Van der Sluis & Bunt-Kokhuis, 2009). It explains *who* the organisation is (that its identity), *what* is it offering and *how* is it delivering its offerings. It is important for an organisation to understand that turning the image into a competitive market relationship requires an integrated approach which must be strategy driven (Van der Sluis & Bunt-Kokhuis, 2009). Such should only happen if there is buy-ins from all business management.

Van der Sluis and Bunt-Kokhuis (2009) further emphasise that employer branding is about consistency throughout the organisation in its communications in terms of its internal successes and the way it advertises its products and services positioning itself to the market. We should bear in mind that employer branding is not static organisation image, it evolves with time. Consider these examples: how the organisation attracts potential candidates and treats existing employees, how their internal communication operates, how the reward is packaged or the career development programmes are defined, the office environment, physical presence at recruitment

fairs, employee treatment when leaving the organisation including retrenchment; as well as other factors that may affect the organisation products and services such as advertising.

### **2.2.2. Strategic workforce planning**

Swanepoel, Erasmus and Schenk (2012: 227) define workforce planning as a “systematic, yet dynamic process of estimating the future demand and supply of employees to execute the organisation’s work in ways that will best support its strategic direction, and deciding how to align and match them.” Strategic workforce planning is not all about looking at the demand and supply of talent and the quantitative gap between them. Smith (2012) indicated that strategic workforce planning is all about proactively planning to provide:

- the right number of people in the organisation;
- with the right skills sets to execute the job;
- in the right location;
- at the right time;
- at the right cost.

Smith (2012) outlined five major steps in the strategic workforce planning framework as depicted in Figure 2.3:

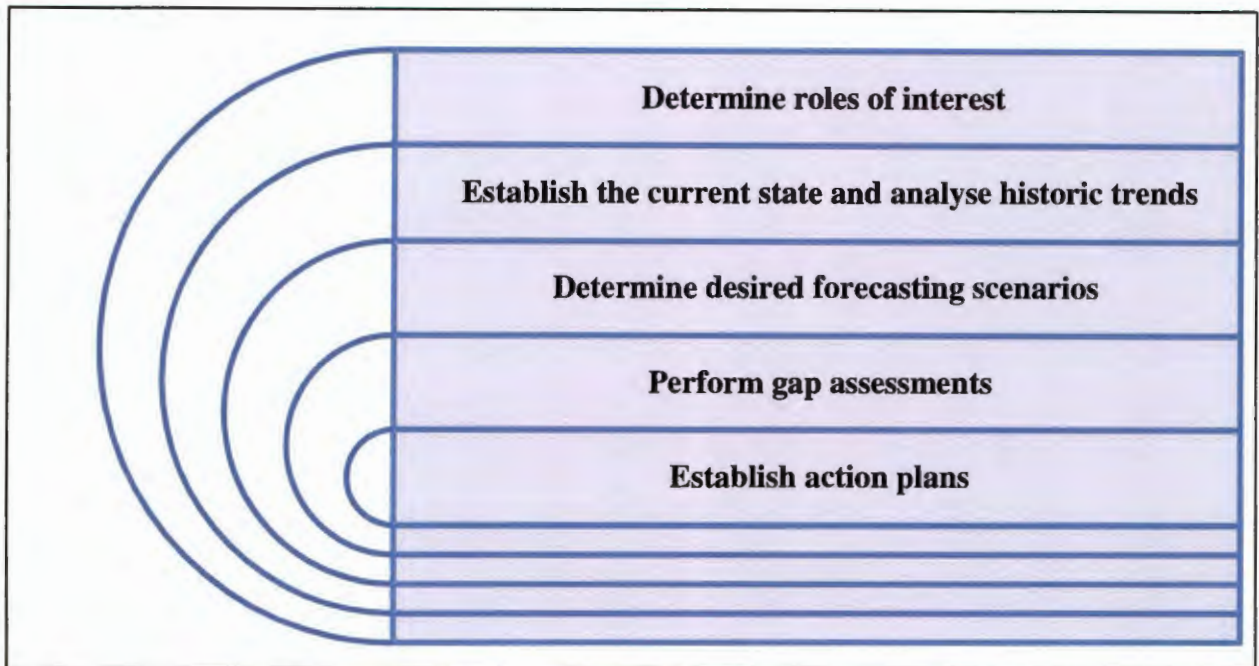


Figure 2.3: Strategic workforce planning framework (Source: Smith 2012: 2; modified)

Strategic workforce planning is the central activity of unifying and guiding the strategic direction of human resource (HR) functions in the organisation Smith (2012). She stated further that it can:

- assess overall human capital risk for the organisation;
- assess the risk of employee supply;
- assess the risk of employee demand;
- assess the gap between supply and demand;
- determine talent management development needs through competency analysis; and
- set the direction for recruitment needs and priorities.

Strategic workforce planning is focused on the employees an organisation might need using the information and knowledge about the work needs of the organisation as translated from the business needs.

### 2.3. Leadership

Renowned thought leaders and researchers in the subject of 'leadership' (Collins, 2001; Covey, 2008; Kouzes & Posner, 2006; Maxwell, 2007; Williams 2011; Ulrich et al., 2008) have widely defined the concept of leadership as it has changed over the years to what is viewed and practiced today. Leadership in today's practice is more of an art and science than a mere concept. It is more of a personal exploration, development and hands on experience; it is a science because a growing body of knowledge explain leadership as dealing with objective facts, task performance and people.

According to Kouzes and Posner (2006: 20), "leadership resides in the context of the interaction between leaders and followers, and this makes leadership available to everyone as a set of skills and practices, not just a few charismatic men and women." It is a relationship through which one person influences the behaviour of the others in order to attain a defined goal. This can happen in the family, society or within the organisation.

Leadership is the ability to guide a group toward the achievement of a goal. It includes a process whereby an individual influences others towards attaining defined organisational goals.



Figure 2.4 : Schematic of influencing processes (Source: Munyai, 2014 - author's creation)

In an effort to create a useful visual of leadership, Ulrich et al. (2008) proposed five rules of leadership which can also ensure the effectiveness of a talent management 'framework'. This

includes: 'shape the future'; 'make things happen'; 'engage today's talent'; 'build the next generation'; and 'invest in yourself'. Their 'leadership code model' is depicted in Figure 2.5 below.

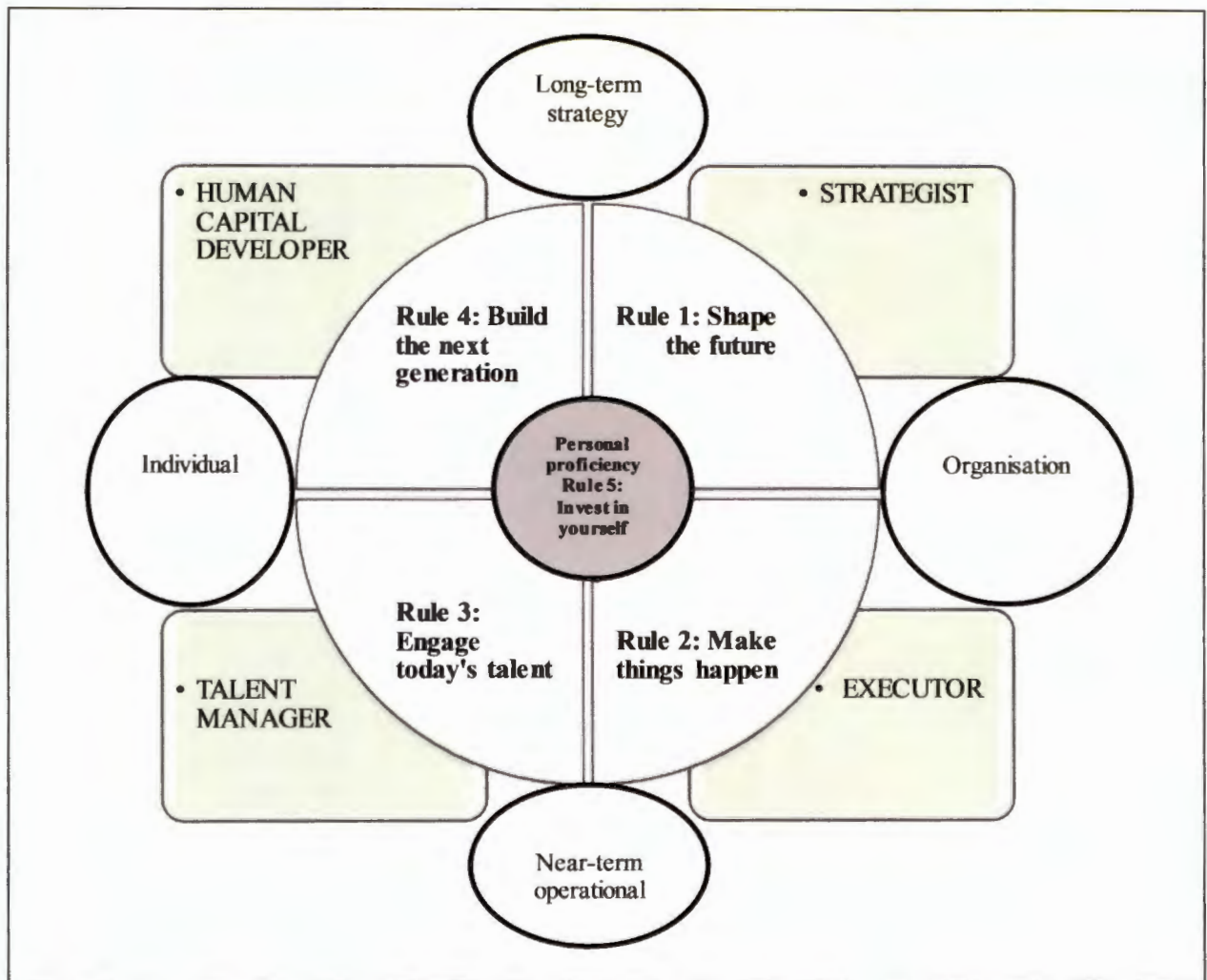


Figure 2.5 : Leadership Code (Source: Ulrich, Smallwood & Sweetman 2008: 14; modified)

- Rule 1: Strategist: Shape the future. According to Ulrich et al. (2008) this action pertains to corporate management's role and responsibility in positioning the organisation within the competitive environment in terms of where the organisation is now, and where the organisation needs to be. It also identifies the opportunities and threats facing the

organisations derived from a SWOT analysis (Strength, Weaknesses, Opportunities, and Threats) and makes strategy choices for implementation of where the organisation is going to acquire a competitive advantage. They are more concerned with shaping the future, which also resonates well with talent management philosophy of attracting, retaining and directing talent into future job requirements.

- Rule 2: Executor: Make things happen. This is all about implementing skills and knowledge required in the job situation (Ulrich et al., 2008).
- Rule 3: Talent Manager: Engage today's talent. After identifying and positioning the organisation talent within the talent management 'framework' model, the talent has to be correctly positioned within each job and correctly engaged similar to a symphony conductor who at the right moment calls the different musicians with their instrument into play. One of the most important elements of talent management in the 21<sup>st</sup> century is therefore to engage the talent within their team. To enable this to take place organisations have to engage in leading edge profile assessments of employees so as to identify their talent and skill for population the talent system-framework model and undertaking effective career planning which links to Rule 4.
- Rule 4: Human capital developer: Build the next generation of leaders. Leaders who concentrate on developing human capital always focus on the continuity and sustainability of an organisation. They look at who stays and sustains the organisation for the next generation. Leaders build a workforce plan focused on the current and future talent requirements, and help employees see their future careers within the organisation (Ulrich et al, 2008). Without bringing in to the talent management 'framework' model,

the 'human capital developer' function or aspect, at talent management 'framework' remains an empty shell.

- Rule 5: Personal proficiency: Invest in yourself. Effective leaders ensure that sufficient organisational budget is attributed to all functional areas within a business where each employee together with their manager as leader, ensures that the allocated budget for self-development (per employee) regarding their continuous up skilling is spent on the right educational/training programmes which adds value to the employee's further competency development. The purpose of continuous self-development is that managers must mentor and coach their subordinates and delegate to them greater freedom and responsibility to harness the new knowledge and skills gained. By not following this rule organisations will train employees for the market and thereby lose their talent to other organisations.

Furthermore, the concept of leadership has been widely explained and it depends on the contextual situation, the followers, and the leadership style of a particular leader that is expected to optimise productive performance from the employees that are being led by building on their talent. Importantly, because different situations require different types of leadership, not all leaders are equally successful in every situation when managing people.

According to Kouzes and Posner (2007) situational theory tends to focus more on the behaviour that leaders should give to specific situational factors namely: *culture, task performance, employee behaviour*. Kouzes and Posner (2010) described four major approaches to situational theory of leadership from which a leader can choose, namely:

- Fiedler's contingency theory;



- Path-goal theory;
- Hersey and Blanchard's situational leadership theory; and
- Vroom and Yetton's normative decision model.

According to *Fiedler's contingency theory*, effective leaders are those matched to compatible situations. It identifies three major situational variables: (1) leader position power; (2) leader member relations; and (3) task structure. Position power is the power granted by the organisation, this can be equated with legitimate power. Leader member relations can be considered similar to referent power and on the other hand task structure is the extent to which the tasks to be performed are well defined.

Fiedler's contingency theory states that in order to maximize work group performance, leaders must be matched to the situation that best fits their leadership style. This theory is based on the assumption that leadership styles are consistent and difficult to change. Therefore, leaders must be placed in or matched to a situation that fits their leadership style. Let's now look at the Fiedler's contingency theory by explaining the following: (1) the least preferred co-worker and leadership style; (2) situational favourableness, and (3) how to match leadership styles to situations. Fiedler refers to leadership's style as the way that leaders generally behave towards their followers, which is tied to leaders' underlying need and personalities. Whether the influence of a leader is permitted or denied on the behaviour of members of a group in a particular situation is referred to as situational favourableness.

According to Griffin (2007: 334) *path-goal theory* is "a theory of leadership which suggests that the primary functions of a leader are to make valued or desired rewards available in the

workplace and to clarify for the sub-ordinate the kinds of behaviour that will lead to those rewards". The behaviour of leader impacts follower satisfaction and motivation. Leadership style in path-goal theory depends on the complexity of task characteristics and the ability and personality of the followers characteristics. The path-goal theory focuses on the following leadership style:

- Directive behaviour - A leader provides followers with instructions and the performance of a task is structured rather than responding to their behaviour.
- Achievement-orientated behaviour: - Leader sets challenging goals and expects followers to meet them. This is more about setting challenging goals and monitoring progress. It is more appropriate when the followers lack challenging work.
- Supportive behaviour - Leader shows concern for the followers' psychological well-being.
- Participative behaviour - Leader consults with followers and asks for their suggestions. Appropriate when the followers are using improper procedures.

*Hersey and Blanchard's situational leadership theory* helps managers in diagnosing the demands of their situation based on the amount of task behaviour and the amount of relationship behaviour, which a leader must provide given the situation and the level of readiness of the followers. Hersey and Blanchard (1988) as cited by Williams (2011) states that task behaviour is the extent to which a leader engages in one way communication by explaining what each followers is to do as well as when, where and how tasks are to be accomplished. Whereas the relationship behaviour is the extent to which a leader engages in two-way communication by

providing socio-emotional support and facilitating behaviours (Hersey & Blanchard, 1988 cited by Williams, 2011).

Situational leadership is the ability and willingness of a person to take responsibility for directing their behaviour. One should understand that the variables of readiness should be considered only in relation to a specific task to be performed. People tend to have degrees of readiness depending on the specific task, function or objective that a leader is attempting to accomplish through their efforts.

According to Williams (2011), citing Vroom and Yetton's (1978), the *Vroom and Yetton's normative decision model* views leadership as a decision-making process. Where the focus is on two key factors, namely decision quality and decision acceptance. Decision quality refers to the objective aspects of a decision that affect group or individual performance, whereas decision acceptance refers to how committed group members are to implementing a decision effectively. The model for normative decision making focuses on the autocratic, consultative and group leadership styles.

All these theories show that the effectiveness of any leadership style depends on the situation faced by leaders. This confirms that there is no best leadership style. However, the Fiedler's contingency theory differs from the other three theories, in the sense that the Fiedler's contingency theory assumes that leadership style is difficult to change and is consistent (Williams, 2011). This theory suggests that leaders should best be placed or matched as far as possible to a situation that best fits their leadership style.

### **2.3.1. Leadership philosophy**

Philosophy of leadership is very complex. It is generated by mixing and displaying one's views on a number of different facets and issues. Each individual defines leadership differently by valuing different qualities and skills. This is one facet of leadership philosophy. Each individual prefers a distinct style of interaction with others, and a different set of values on the issue of leadership and the issue of a leadership style (Tucker, 2013). It is important to stress the key role played by the leadership philosophy in setting guidelines for the personal behaviour of employees in the organisation at every level (Mito, 2012).

Leaders who have a clear leadership philosophy are more likely to be trusted by their constituents than those unclear about their leadership philosophy (Kouzes & Posner, 2012). According to Aubin and Carlsen (2008) leadership behaviours directly impact on employee's feelings about the organisation and its leaders.

According to Company X, the leadership philosophy defines organisation pipeline, including managers of others, managers of functions and specialists. This philosophy also encompasses the values and behaviours required from organisation leaders, which are underpinned by the four E's of embodiment, engagement, execution and environment.

- Embodiment – leaders need to balance their personal values with the organisation values in a positive and integrated manner. This requires that the organisation always embodies all values both inside and outside the workplace, and leaders act as authentic role models to others.

- Engagement – it is not possible to achieve organisation desired results without building positive and mutually beneficial relationships with all organisation stakeholders. This means genuinely respecting and caring for the people with whom we engage, being sincere about our concern for their wellbeing and development, and building lasting, trusting relationships.
- Execution – every leader has a job to do and is expected to execute that requirement within the correct level and layer of the overall organisation leadership pipeline. Leaders need to display competence and get results required to ensure that organisation is a profitable organisation, and a great place to work.
- Environment – the organisation should aim to build a community of leaders; not only for its own benefit, but also for the greater good of the country, continent and world. As leaders, their role is therefore far broader than just guiding teams, divisions and clusters, etc. The role is far broader to fill in the community in which the organisation operate and must recognise its responsibility to meaningful make contribution outside of organisation.

### **2.3.2. Leadership commitment**



Leadership commitment is as a critical element of organisational success and talent management practices. This resonates well with the statement by Richards (2004: 11) ... “commitment of others is the fulfilment of the leaders’ art; without the commitment of others; a leader is just a voice.” This statement shows that a leader cannot lead without the commitment of the followers, it is better to understand the follower’s commitment. Hence it is vital to have leadership commitment in the value chain of the organisation. Most leaders tend to focus their attentions and efforts on the business results (profit) than on people. People in the organisation need to be

engaged in a meaningful conversations all times. Leadership and employee commitment is the foundation of implementing integrated talent management 'framework'.

For the effective implementation of integrated talent management 'framework', there must be a leadership buy-in. The Chief Executive Officer (CEO) has the responsibility to influence the implementation of the talent management 'framework' in the organisations (Sizler & Dowel, 2009). However, collectively the greatest influence of talent management 'framework' comes from the board of directors, executives and senior managers in support of the corporate team. They need to show consistent leadership commitment and continuous involvement in the application process of talent management 'framework'; this ensure that it add value as intended. Management are expected to champion the efforts and role-model talent management 'framework' behaviours to others and also take responsibility for talent results (Sizler & Dowel, 2009).

### **2.3.3. Succession planning**

Succession planning is an on-going process of identifying future leaders in an organisation and developing them so that they are ready to move to a leadership role or to critical roles in the organisation. It is all about having the right people in the right place at the right time. The process of succession planning includes reviewing the organisation's strategic plan, studying the current workforce, forecasting future trends, and developing employees in a structured plan to replace leaders as they retire or depart from the organisation (Atwood, 2007).

Organisations need to understand the difference between replacement hiring and succession planning as a practice to replace leaders and critical employees at various levels of an

organisation. Replacement hiring is a reactive process to fill an immediate need, whereas succession planning is a proactive process and works to address the need before it exists. Today, succession planning is one of the most accepted human resource management best practice to replace leaders and critical employees at various levels in the organisation.

Effective leaders are able to think and act both in the short-term and the long-term. They are able to project plans for the future and define a context in which their organisation and their people will succeed (Ulrich et al., 2008). Many organisations make a mistake of limiting succession planning only to management positions or senior employees.

Succession planning should not be limited only to management positions. It should address the need for critical backups and individual development in all job levels (Rothwell, 2010).

Succession planning beyond management ranks is an important step to build an organisational high-performance and high-engagement workforce environment (Rothwell, 2010). It is important to understand that the aim of succession planning is to match the organisations current talent to its future talent needs, as well as to help the organisation meet its strategic and operational challenges (Rothwell, 2010).

This suggests that succession planning is a fundamental tool for short-term, medium-term to long-term leadership succession and development and knowledge transfer for the organisation; because 'institutional memory' will be preserved to achieve continuous improvement in the sustainable success of the organisation. It cultivates leadership and intellectual talent which manages critical knowledge assets in an organisation and also encourages the continuation of social relationships critical to business continuity and success, and can guard against the loss of

valuable experience human capital (Rothwell, 2010). Hence talent optimisation becomes an undeniable fact in the organisation and it has to gain the necessary attention, support, and buy-in of leadership, which is the build-up of professional succession planning and creation of future leaders of the organisation.

Succession planning is also highlighted by Ulrich et al. (2008) on leadership code. *Rule 4 (Build the next generation)*, is that leaders must model what they want others to master, that's what is referred to as self-management.

Top management should play a critical role and support in the development of the talent management 'framework' model to be used in the organisation, and ensure that they exercise effective leadership in sustaining the implementation thereof. This means that all managers as leaders should excel at personal proficiency in talent management 'framework' implementations.

Without the required competency, leaders cannot expect others to follow them. They must always be seen as role models leading by example. According to Dubrin (2012), a key role for followers is to collaborate with their leaders in achieving organisational goals. There must be a healthy interpersonal relationship between followers and leaders. Leaders do not necessarily have to make all the decisions themselves, but also solicit input from knowledgeable staff members so as to acquire effective buy-in and commitment for the implementation of the successful talent management 'framework'.

#### 2.3.4. Transformational change management

The complexity of organisations and their environments require change leaders to create organisations that can cope successfully with various problems, challenges and changes experienced in the organisation (Swanepoel et al., 2012). South Africa in particular, we are faced with situations that require economic, political and societal transformational change. We need to embrace different mind-sets about what to be done about transformational change and how to do transformational change management. Most organisations have already embarked on the transformation journey, whereas other are still found wanting. There are numerous drivers behind the need to engage in transformational change in South Africa, such includes economic, social and political. The essence is that we have to think and act very differently, especially if we are to develop a sustainable country (South Africa) which can contribute to the development of a sustainable continent (Africa) (Swanepoel et al., 2012).

Transformational change management depends on the complex facet of ever-changing organisational culture (Jones & Recardo, 2013). Organisational culture represents the basic shared values and assumptions possessed by people in the organisation. Swanepoel et al. (2012: 23) propose that organisational culture represents the basic shared values and assumptions of understanding that exists among the working people of an organisation regarding the way things work and are done.” They see it as a set of shared beliefs, assumption’s, norms, values, rituals, etc.



Transformation requires members of the organisation to think and act in a ways which represent organisation vision and its strategic goals. Transformation initiatives can only be successful

when the hearts and minds of organisation members have transitioned to an ever-changing organisational culture due to globalisation, and any other issues such as societal, economic and political, etc. Despite the importance of business to change, the concept of organisational culture is not a simple concept to grasp, it is very complex. It represents the essence of the organisation. It is more easily reflected and expressed by outsiders to the organisation than by its members who operate within the culture.

David et al. (2013: 108) define '*culture*' as a concept which includes an "organisation's values, how members see themselves and how they interact with each other, how work gets done, the acceptable boundaries for behaviour, and what gets rewarded or punished." This indicates that culture is the cultural characteristics, values, and behaviours that are within the organisation.

'Transformation' is the new type of change that has recently emerged in today's business. It is by far the most complex type occurring in the organisations currently. In general, leaders do not understand transformational change or how to lead it (Anderson & Anderson, 2010). Organisations are faced with two major problems related to transformation changes.

- Firstly how to plan better for implementation.
- Secondly how to overcome employee resistance.

Johnson and Scholes (1999) cited in Knowledge and Simms (2005: 99) identifies two different types of strategic change in the organisation which can shape organisational culture: *incremental change* and *transformational change*. For the purpose of this research a focus is on a *transformational change* in shaping the organisation future, in particular new or modified organisational culture in ensuring the effectiveness of talent management. In transformational

change the role of leadership and management can be proactive or reactive and the change management strategy adopted will need to reflect the following diagram below on Figure 2.6 (Knowledge & Simms, 2005: 99):

<b>Types of change and the role of management</b>			
<b>Management role</b>		<b>Nature of change</b>	
		<b>Incremental change</b>	<b>Transformational change</b>
		Proactive	Tuning
Reactive	Adaptation	Forced transformation	

Figure 2.6 : Types of change and role management (Source: Select Knowledge and Helen Simms, 2005: 99; modified)

*Transformational change* is a “change which cannot be handled within the existing paradigm or organisational routines” (Knowledge & Simms, 2005: 99). It may be planned to anticipate changes in the market or forced in order to survive. For an organisation to be effective on transformational change implementation there must be an organisational development. Knowledge and Simms (2005: 103) citing Heller (1997) state that “organisational development is a long-term effort, led and supported by top management, to improve an organisation’s visioning, empowerment, learning and problem solving processes, through an on-going collaborative management of organisational culture.” It examines the health of an organisation and the implementation of planned transformational change management. It may include areas such as sensitivity training, patterns of communications, leadership styles, managerial behaviours, organisational culture, organisational climate, organisational conflict, etc.

According to Anderson and Anderson (2010) transformational change demands a new leadership perspective, skill and style. Most leaders are viewing transformation through old mind-sets with limited awareness and are still applying traditional approaches which have not yield results. This tells that leaders cannot just lay their old way of thinking, behaving and operating on this new world and expect success (Anderson & Anderson, 2010). Leading transformation change calls for a deeper understanding of change and new perspectives of leadership strategies, skills and styles. Leaders should broaden their understanding and insight about what transformational change requires. This means leaders must transform themselves to lead transformation successfully in their organisation.

It is important to understand that today's marketplace is very demanding for a change leadership, and a conscious change leadership which is new for new breed of change. According to Anderson and Anderson (2010: 3) the term conscious change leadership "signifies a required shift in both leaders' and consultant's consciousness regarding how they view change, themselves, and their roles as change leaders."

#### **2.4. Talent Profile**

In most cases people are not adequately job matched in terms of their natural in-born talents and skills due to large scale neglect and cost cutting from organisations who insufficiently invest into proper scientific employee profiling. This in turn leads to problems such as a lack of productivity, employee under-performance due to stress and strain, poor motivation and commitment, and an absence of passion for one's work (Schmickl, 2014).

According to Schmickl (2014), without knowing the talent profiles of your employees you are at a disadvantage when you have to lead as a manager or supervisor. You will not be able to build on your subordinates strengths, nor be an effective coach, build trust, and delegate effectively. As manager you may find yourself playing ‘blaming games’ and unconsciously avoid accountability when people make mistakes or under-perform. A modern psychometric assessment tools are designed to help identify an employee’s talents and abilities for improved job-matching and career streaming through talent management practices.

The pathway to achieving talent profiling is the willingness to first learn about yourself and then to extrapolate this learning towards your team or work group. Organisations should understand human potential and talents and how to approach things. The biggest challenge for managers in most organisations is to learn how to bring about behaviour change through effective talent management as part of their leadership responsibility. It should be noted that excellence is not a skill. It is an attitude towards all one undertakes.

Figure 2.7 below illustrate the threefold dynamic process-evolution steps which all individuals (employees, supervisors, managers, and leaders) have to master (Schmickl, 2014). The first essential building block is to start with ‘The Individual Dynamic’ Self-examination and assessment is the first step towards greatness. This entails risking the step towards increased self-awareness which creates the platform for self-development and coaching. This process is the first awakening towards the opportunity for correcting life-style imbalances by tapping into your talent profile. Truths and false perceptions you hold will surface from the sub-conscious part within yourself into the conscious part of your mind and create an increased self-awareness, inviting you to take new positive actions if you are not fearful and feel insecure. Get out of

denial and don't operate from a negative point of lack. Instead, become reunited with your true natural self (Schmikl, 2014).

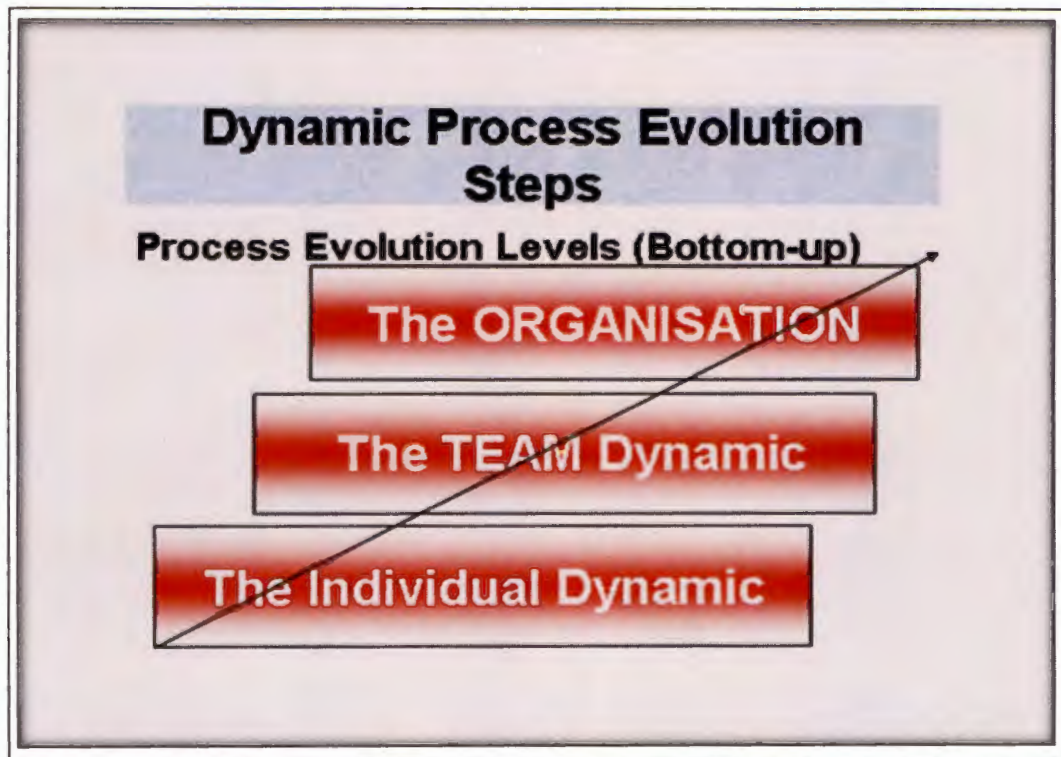


Figure 2.7 : The three dynamic process evolution steps (Source: Schmickl, 2014)

Furthermore, the full benefits of coaching are also not to be had without going through the *individual* and next successive *team dynamic profiling* stage. There is no short-cut to self-discovery. The forward journey takes courage, an openness and willingness to learn, and embracing the fullness of what life has to bring to you in order to become validated and working towards becoming authentic you.



As already mentioned, the process of self-development remains a myth until such time that the learner has discovered himself/herself, for one cannot work on aspects within oneself that are not

consciously known. For many, the unconscious part of themselves serves as a shield of denial. Truth cannot flourish when it is negated by the shield of denial.

### 2.4.1. Assessment tools

According to Schmickl (2014), there are three aspects of our total intelligence as discovered by scientists, which collectively when measured makes up identifiable aspects of one's potential. These three differentiations of human potentials (reference to Figure 2.8) are referred to as our *cognitive*, *conative*, and *emotional intelligence*.

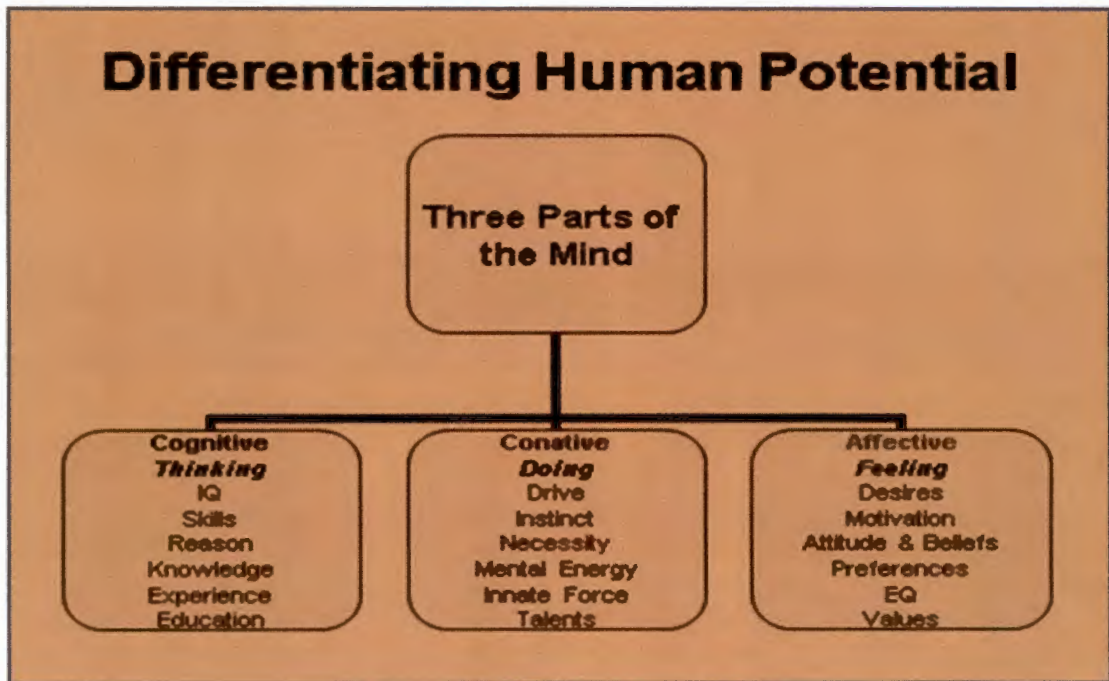


Figure 2.8 : Differentiating human potential (©Kolbe, 2006) as depicted by Schmickl (2014)

A variety of psychometric tools are available to measure these three aspects, each of which provides greater insight and understanding of oneself and others, as well as obtaining validation of who one is and as others experience and perceive one in their interactions.

Researchers refer to the differentiated aspects of the human potential as the three intelligences of the mind (Hilgard, 1980; Kolbe, 1993) or as 'spiritual intelligence' (Sinetar, 2000; Zohar & Marshall, 2000). The three known aspects and useful assessment tools which can be used are:

- The *Cognitive* (assessment tools: CPP; CPA; NBI; MBTI® Q Step II™)
- The *Conative* (Kolbe A™ Index)
- *Emotional Intelligence* (BarOn EQ-i™ 2.0)

A variety of proven psychometric assessment tools are available. These have been mentioned above. Those having high reliability and validity are recommended. This implies that the assessment tools (questionnaires) accurately portray one's personality.

#### **2.4.2. Cognitive**

In the area of cognitive assessments, two well-known cognitive assessment tools are CPP (Cognitive Potential Profile) and the CPA (Career Path Appreciation) (Stamp, 1986). These are used for talent placement at the right level in the organisation linking age to predictive level of job advancement within an organisation. The NBI is largely used to discover and master learning style preferences in terms of brain dominances, to discover how one's own brain preference influences one's job, how to solve problems in a creative manner and communicate more effectively, how to manage good and bad stress, and peak one's performance.

Whilst the Myers-Briggs Type Indicator® Step II™ (Form Q) assessment (MBTI® Q) might not be perceived by (Myers & Myers, 2003) as a cognitive assessment, but rather as assessing personality preferences, the assessment tool nevertheless comprises out of the eight dominant

preferences five cognitive aspects. A seventeen page interpretive report can be obtained from the MBTI® Q assessment. The assessment is based on one's preferences. There is no right or wrong way to be except being 'authentic you'. The model comprises of four dichotomies. Whilst all parts make up one's personality, individuals obtain an indication of their four dominant preferences which is referred to as 'personality type'.

The cognitive constructs in the assessment tool are *Sensing* and *Intuition* as a function of *Perception* (how individuals perceive and take in information) and *Thinking* which is a function of *Judging* (when making decisions). Judging persons spend more time having a greater natural preference for systematising, evaluating, planning, and scheduling daily activities, whilst perceiving dominant persons have greater preference for researching and gathering information. They tend to be lateral thinkers and function in a more unstructured way.

The MBTI® Step II™ (Form Q) model is depicted in Figure 2.9.

<b>EXTRAVERSION (E) ↔ (I) INTROVERSION</b>		<b>SENSING (S) ↔ (N) INTUITION</b>	
<b>Initiating</b>	<b>Receiving</b>	<b>Concrete</b>	<b>Abstract</b>
<b>Expressive</b>	<b>Contained</b>	<b>Realistic</b>	<b>Imaginative</b>
<b>Gregarious</b>	<b>Intimate</b>	<b>Practical</b>	<b>Conceptual</b>
<b>Active</b>	<b>Reflective</b>	<b>Experiential</b>	<b>Theoretical</b>
<b>Enthusiastic</b>	<b>Quiet</b>	<b>Traditional</b>	<b>Original</b>
<b>THINKING (T) ↔ (F) FEELING</b>		<b>JUDGING (J) ↔ (P) PERCEIVING</b>	
<b>Logical</b>	<b>Empathetic</b>	<b>Systematic</b>	<b>Casual</b>
<b>Reasonable</b>	<b>Compassionate</b>	<b>Planful</b>	<b>Open-Ended</b>
<b>Questioning</b>	<b>Accommodating</b>	<b>Early Starting</b>	<b>Pressure-Prompted</b>
<b>Critical</b>	<b>Accepting</b>	<b>Scheduled</b>	<b>Spontaneous</b>
<b>Tough</b>	<b>Tender</b>	<b>Methodical</b>	<b>Emergent</b>

Figure 2.9: Myers-Briggs Type Indicator® with facet scales (Source: Myers & Myers, 2003)

Key characteristics of each of the four dichotomies are:

- **Energising:** Extraversion which is a preference for drawing energy from the outside world of people and activities versus introversion which is a preference for drawing energy from one's internal world of ideas, emotions and reflections.
- **Perceiving:** Sensing being the preference for taking in information through the five senses by being realistic, factual, and practical, requiring proof, versus intuition which is the preference for taking in information through a sixth sense and trusting theories and future possibilities, viewing things holistically.
- **Deciding:** Thinking which is the preference to make decisions using logical and objective analysis versus feeling by making decisions which create harmony by drawing on person-centred values.
- **Life-style:** Judging which is the preference to be organised, orderly, systematic and decisive versus perceiving preferring to live in a flexible spontaneous way and keeping one's options open as long as possible.

In Table 2.1 the first and last letters (E and I, and J and P) are referred to as 'attitude orientations' how individuals interact with the world. These reflect how individuals energise and how they structure or live their life (life-style). This varying behaviour can be seen in all spheres of life such as at work and when people drive on the roads. The centre two letters (S and N, and T and F) are mental functions relating to how the brain dominances work when taking in information and making decisions. For the latter aspect interested persons can also go to the NBI (Neethling, Rutherford & Schoeman, 2005). These aspects capture how one responds to change and also

reveals one's natural learning styles. The MBTI® and Kolbe Conative Index® and NBI assessment profile reports reveal positive correlations with each other.

There are 16 personality types, each unique and valuable as reflected in Table 2.1. Within each preference type there can be dynamic variations resulting from the sub-scales depicted in Figure 2.10. The four preference letters represents the personality TYPE. When taking the assessed profile results of any personality type, there can be variety in the strengths of each dominant preference score including the sub-scales within each of the same personality types. This is referred to as the personality dynamics, namely the difference within that personality type. Example: comparing two personalities described as INTP (Refer to Table 2.1) the Extraversion and Introversion profiles could reveal that person A is an expressive introvert, but not person B. The below classification is thus provided for convenience only and this must not be misconstrued that people are being boxed, but rather reflects the diversity within people.

**Table 2.1: MBTI ® Type Table (Source: Hirsh & Kummerow, 1998)**

<b>16 Personality types</b>			
<u>ISTJ</u>	<u>ISFJ</u>	<u>INFJ</u>	<u>INTJ</u>
<u>ISTP</u>	<u>ISFP</u>	<u>INFP</u>	<u>INTP</u>
<u>ESTP</u>	<u>ESFP</u>	<u>ENFP</u>	<u>ENTP</u>
<u>ESTJ</u>	<u>ESFJ</u>	<u>ENFJ</u>	<u>ENTJ</u>

### 2.4.3. Conative

To more fully understand the different potential aspects within oneself as depicted in Figure 2.8, it is necessary to explore in greater depth the aspects and links of the creative process between *Motivation, Instinct and Will, Reason, and Purposeful Action*. In her discussion on productivity cycles, Kolbe (1993: 23-31) argues that these “five elements of the mind are involved in taking a concept and making it a reality”. Kolbe (1993) postulate that all people are endowed with equal creativity, but that everyone uses this same creativity in their own unique ways.

The creative process first starts with the *affective aspect of motivation* as essential ingredient. It stands to reason that if one does not want to solve a problem, then it will remain unresolved. However, if one feels motivated to do so, one will generate the creative activity necessary to get a resolution. Motivation is thus the primary catalyst prior to all purposive action. It stems from one’s conscious part of the mind which “represents our desires, preferences, wishes, beliefs, values, emotions, and all other affective aspects of self” (Kolbe, 1993: 23). Motivation triggers proactive behaviour and fuels persistence in achieving a desired goal.



The next step in the chain is the conative aspect which comprises of instinct (the second step) and free will (the third step). The conative aspect comprises one’s natural abilities, the mental energy in striving to get something done, one’s instinctive inner drive, one’s natural talents (best way of doing), one’s will, self-determination, and commitment. Instinct itself cannot be measured as it resides within the deep unconscious part of the mind. However, what can be measured are ‘instinctive ways of taking action’ (a resourceful creative pattern) how each person

strives or uses their instinctive energy (operationalises) when moving from intention to commitment.

Kolbe (1993: 24) describes 'instinct' as one's inner "urge, necessity, innate power, and mental energy." She has identified four striving instincts (Action Modes®), namely:

- Fact Finder – to gather and share information.
- Follow Thru – to arrange and design.
- Quick Start – to deal with risk and uncertainty.
- Implementer - to deal with space and the tangibles.

This aspect is in turn linked to one's inner free will who resides at the sub-conscious level. The free will is described as the transmitter that links and channels one's instinct-based power to one's actions (Kolbe, 1993:25). At this point one takes control over the level of effort one applies to particular acts. The level of effort linked to the four striving instincts inherent in all individuals varies in each action mode in degrees of sustainability. For example, in order to save cost one may choose to build one's own sauna or hot-tub. Whilst one has the good intention as goal, one's will which controls the amount of available energy (power) one needs to give to the implementer action mode may not be sufficient to be able to complete the task.

What Kolbe (1990; 1993: 25) discovered is that .... "The will channels the subconscious force of instincts, assigns it, and then transmits it into conscious effort. Much like the gears for your car's engine, the will controls the amount of available power you use at different times. You can gear up or shift down depending on how many resources you decide to expend while travelling various roads."

In creating her algorithmic model, Kolbe (1990), after many years of research identified three levels (operating zones) of effort which can be assigned to any instinctive action. These determine the amount of instinctive energy each individual gives an action within that operating zone or level. The highest level represents *Commitment*; the second level represents *Attempt*; and at the lowest level *Intention*.

#### **2.4.4. Emotional intelligence**

The third intelligence within all human beings is referred to as 'emotional intelligence' (EI) and this forms part of the affective component of the mind.

Since the published pioneering work of Carter (2009), Cooper and Ayman (1998), Goleman (1995; 1998; 2006), Stein and Book (2003), executives, managers, and trainers in organisations have come to recognise the importance of EI and its development within adult individuals and the connection between leadership, career and work success, fostering healthy inter-personal relationships, competent job performance, and an individual's overall maturity.

EI is defined by psychologists as a set of emotional and social skills that collectively establish how well individuals:

- perceive and express themselves when interacting with others,
- develop and maintain social relationships,
- cope with challenges, and
- use emotional information in an effective, meaningful and mature way.

Organisations that have started to give attention to EI are likely to have the leadership EQ edge in the market. The importance of EI as an integral factor within organisational development cannot be ignored (Pearman, 2002). Cooper and Ayman (1998: xxxiv) report from their research that “a single participant who is low on EQ can lower the collective IQ of an entire group.” They also report that in meetings and other group settings where people come together to collaborate, there is a strong sense of group IQ, the sum total of intellectual knowledge and skills in the room. However, it turns out that the single most important element in group intelligence is not the average or highest IQ, but emotional intelligence” and “team emotional and social intelligence” (Hughes & Terrell, 2007). Extrapolating these findings it can also be argued that team participants who display low emotional intelligence can also disrupt the collective *Conative* synergy of an entire team. Developing successful behaviours remains an intricate subject and a lot is still to be learnt as research continues.

The key dimensions focus on *personal* and *social competencies*. The dimension covering *personal competencies* determines how one manages oneself and these comprise of the facets of self-awareness and self-management. The dimension of *social competencies* determines how one manages relationships and these comprise of the facets of social awareness and relationship management, including one’s skills in problem-solving and decision making and dealing with stress.

Figure 2.10 displays five composite scales together with their sets of facet scales. The assessment report is extremely useful for coaching purposes and one can obtain an EQ Work related report or an EQ Leadership report together with a coaching report. Once again, with the rich information contained within the reports one requires feedback by a trained certified

psychologist who is skilled in interpreting the profile results and can offer both guidance and coaching if this is required.

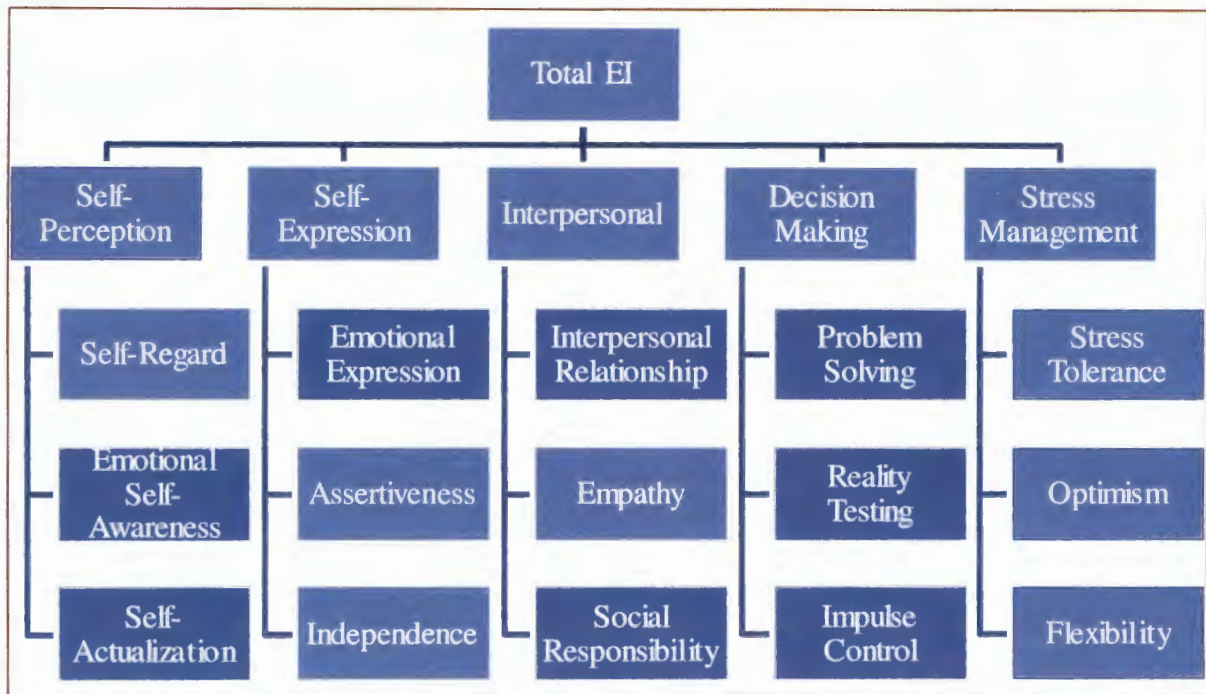


Figure 2.10: The EQ-i<sup>2.0</sup> Model (Source: Copyright © 1997, 2011 Multi-Health Systems Inc.)

- Self-Perception refers to one’s “inner-self” and this dimension is designed to assess one’s feelings of inner strength and confidence, persistence in the pursuit of personally relevant and meaningful goals while understanding what, when, why, and how different emotions impact one’s thoughts and actions. The facets measured are self-regard; emotional self-awareness; and self-actualization.
- Self-Expression is an additional extension of the Self-Perception composite scale which deals with one’s outward expression or the action component of one’s internal perception to remain purposefully focused and openly expressive of one’s thoughts and feelings,

while communicating these feelings in a constructive and socially acceptable way. The facets measured are emotional expression, one's assertiveness, and independence.

- Interpersonal is one's ability to develop and maintain relationships based on authentic trust and compassion, to articulate an understanding of another person's perspective, and to act responsibly while showing concern for others, their team, or their greater sense of community. The facets measured are interpersonal relationships, empathy, and social responsibility.
- Decision-making captures how well one uses emotional information and has an understanding of the impact emotions can have on one's ability to make decisions. This includes one's ability to resist or delay impulses and remain objective so to avoid regrettable rash behaviors which could lead to ineffective problem solving. The facets measured are problem solving, reality testing, and impulse control.
- Stress Management is how well one copes with the emotions associated with emergent change triggered by unfamiliar and unpredictable circumstances, while remaining hopeful about the future and simultaneously resilient in the face of setbacks and obstacles. The facets measured are stress tolerance, one's degree of optimism (Peal, 1961), and one's inherent flexibility.
- Happiness serves as an indicator of one's emotional health and well-being, rather than as a subscale of any one area in particular. The emotion 'happiness' is characterized by feelings of satisfaction, contentment, and the ability to enjoy the many aspects of one's life. The four subscales often associated with this emotion are self-regard, optimism, interpersonal relationships, and self-actualization. Some researchers believe that 'happiness' is a choice (Minirt & Meier, 2007). The 'well-being indicator' does not

directly contribute to one's Total EQ-i<sup>2.0</sup> score and captures one's emotional state at a specific moment in time. Whilst Pryce-Jones (2010) reports finding that happy employees are more productive and fulfilled.

Having touched on the three intelligences of the mind and how individuals can derive great coaching benefits by first having themselves profiled by making use of advanced reliable psychometric assessment tools that will take them to a new level of awakening and understanding of themselves and their talents (the ME), the next step is to bring all this insight and understanding into team building and project team dynamics to enhance an organisations productive performance.

## **2.5. Talent management practices**

Talent management practices are one of the most important strategic objectives of organisations today. Talent is essential and is often regarded as a key strategy in maintaining a competitive advantage (Philip & Edwards, 2009). Talent management practices are needed for success, efficiency and consistency in the organisations.

Talent is only talent if you can use it. This simply implies that there is a direct relationship between talent and business performance, which makes talent a strategic asset for the future success of organisation. Hence talent management practices are an integrated dynamic process, which enables organisations to define, acquire and develop the talent needed to meet organisation strategic objectives (Bersin, 2008). Talent management practices are a set of organisational processes designed to *attract talent, engage talent, develop talent, optimise talent* and *retain talent* in a key and critical roles of organisations. Most organisations struggle to

crystallise in a meaningful way what they mean by talent. Some define talent as those who are in critical roles and those who are of scarce skills whereas; others define talent as all employees who enter the organisation irrespective of the importance of the role they play in organisation.

In today's business, people are becoming an increasingly valuable source of sustainable competitive advantage for most if not all organisations including those organisations with global footprint. This is characterised by only one certainty 'change'. It means if organisations do not change the way they look at talent to ensure they can attract, inspire, motivate, manage, develop and reward their talent appropriately, they may lose their most valuable assets. It is important to look back with an understanding that critical skills gaps combined with a mismatch between demand and supply of talent (means getting and retaining the right people in the right places at the right time) has never been more challenging in the past decades or so however, in today's business, changes has brought all those talent challenges and gaps.

Talent management is not about the selection of the few, but rather what organisations do to attract, recruit, retain and develop talent for its future benefits while maintaining competitive advantage. It is closely linked with the organisation strategy, organisational culture and transformational change management. According to Leigh and Hoare (2012), for talent management strategy to be coherent and effective the ownership of talent management strategy must take place at the board level. Talent management also need to reflect the external environment in which the organisation operates and therefore it should be inclusive, hence it is important to integrate talent management 'framework' with employer branding, and other human resource management value chain. Talent management 'framework' should be fair, open and

transparent in and outside the organisation. It should not be something which is done to employees, but employees should rather feel that they are part of something.

Talent management practices require a systematic approach which is advocated by beginning with attracting talent and ending with removing talent. According to Philip and Edwards (2009) this approach brings about many challenges:

- Successful talent management practices identify critical and scarce jobs in the organisation and find a way to ensure current and backup incumbents are top performers. Sometimes people who are at critical and scarce jobs are not best performers, and the best performers are not in critical jobs.
- Successful talent management practices have a clear process for identifying and developing high potential. Many organisations carefully review and managed a small segment of their talent as high potentials. Other organisations do not clearly segment out this group or provide preferential development or treatment. Identifying top performers and fostering their development provide higher chances for performance and retentions.
- Successful talent management practices plan for organisation transactions. Some organisations have extensive succession plans for several layers of the organisation; other only create plans for the top leaders in the organisation. To avoid disruption in business performance it is critical to plan for departure of talent or back up for in case nature takes its course.
- Successful talent management practices address movement of talent and the holes it can create in the organisation. Talent management happens when movement of talent happens regularly. If employee skills can be better utilised in another function, talent should be

moved to that function. Unfortunately managers become territorial and fear shortage in their departments. It is necessary to plan for these gaps and create a culture in which talent belongs to the organisation not to the specific group. When managed appropriately, there will be no serious gaps or shortages because the talent management practices is so robust that it can fill the openings quite quickly.

- Successful talent management practices create a talent pool. Formal rotations programs have flourished to stimulate the concept of centralised pool of talent. These programmes enable a person, the new graduates, or existing employee to work for different managers in different functions during their rotation assignments.
- Lastly, successful talent management practices must report on the outcome. Providing data to management about the number of employees with global experience, the number of leaders with marketing education, or the percentage of employees with advanced degrees can provide critical information for business planning.

Talent management is not about the selection of the few, it is what organisations do to attract, recruit, retain and develop talent for its future benefits while maintaining competitive advantage. It is closely linked with the organisation strategy, organisational culture and transformational change management.

### **2.5.1. Job profile**

A job profile is a comprehensive collection of key information relating to a given job (Burns, 2009). This is a foundation of talent management practices. It describes the specific requirements of a job in less detailed than a job description. It typically includes but not limited to:

- the job description and purpose;
- the business context in which the job occurs;
- the job context, including inputs and activities linked to the performance standards;
- the educational qualifications required to fill the position;
- any technical and professional knowledge required;
- job-related experience required;
- behavioural competencies; and
- job fit and organisational fit requirements.

Job profile serves as a key foundation for the following talent management practices in organisation (Burns, 2009).

- Talent acquiring: - according to recruitment specifications and interview guides based on the job profile content, i.e. job content, skills and behavioural and technical competencies.
- Assessments: - the job profile is used to determine relevant and fair assessments of candidates for a specific job or for development purposes.
- Performance management: - alignment of activities to performance scorecard dimensions or agreement allows for accurate measurement of delivery.
- Development: - job profiles inform the development of occupational curricula and individual development assessments.
- Evaluating jobs: - job profile content is used to determine the value of a job in relation to other jobs within the job family.

Job profiles are really generic descriptors of the core aspects of each role in the organisation. For this reason there may be many individuals performing jobs of the same profile, but each position may have a different title.

### **2.5.2. Attract and Acquire talent**

Today, winning the battle for talents is one of the most important growth factors for organisations across the world. The war of talent is at its pick to global talent mobility. Leaders in organisations realise that the challenge lies in recruiting talents for key roles and critical positions. This has become a strategic element for many organisations to nurture their growth. The implication of the term is that talent attraction is now becoming an increasingly a complex issue, stemming from a constant development of the attracting factors of places. It is not just about moving to an attractive job; decisions about moving are more often based upon a long row of other attracting factors such as but not limited to:

- life style in all possible and impossible combinations,
- housing supply,
- security for the family,
- child care,
- cultural policy, etc.

This shift could also be described as a journey from hard factors to soft factors, characterised by an increased focus on quality of life for the whole family.

Central to any effective talent attraction is employer and place branding. The individual's decision to move is normally determined by how the organisation manages its employer branding and by how the site simultaneously through its place branding manages to convey a comprehensive image of the future place to work and reside. Only when both these images appear attractive enough, the individual's decision can be affected in favour of moving. The lifeblood of any organisation is a continual stream of candidates who are skilled in the competencies that an organisation has deemed critical and scarce for their role (Berger & Berger, 2010).

### **2.5.3. Talent matching**

Although recruiters usually consider how well someone will be able to do a job, rarely do we see an actual rating of fit (Kinley & Ben-Hur, 2013). We have to shift the emphasis in talent measurement away from who is best to who is the best fit (Kinley & Ben-Hur, 2013). In other words this simple mean to move away from talent measurement towards talent matching.

According to (Kinley & Ben-Hur, 2013) matching people with roles usually involves four different types of fit:

- Person-job fit: the degree of fit between a person's qualities and the requirements of a particular role in an organisation.
- Person-organisation fit: the degree of fit between a person's characteristics and the working environment or organisational culture.
- Person-team fit: the degree of fit between a person and the colleagues with which he or she will be working most closely.

- Person-manager fit: the degree of fit between a person and the manager for whom she or he will be working.

Organisations should strive to match current and potential talents with the job, organisation, team and the management style of the current leadership. We have to shift the emphasis in talent measurement away from who is best to who is the best fit.

#### **2.5.4. Employee engagement**

Management employee interaction (engagement) is a dynamic ingredient of creating trust, openness, honesty and fairness that can improve business performance. It aligns and motivates employees and thus enables the organisation to multiply its talent pool and improve the overall organisation performance through sustainable capacity (Cheese et al., 2008). Organisation with a highly engaged workforce where there is continuous positive interaction between manager and subordinates had superior return on assets, return on investment for its shareholders and profitability (Macey, Schneider, Barbara & Young, et al., 2009). The attributes of an engaged workforce is in terms of the psychic and behavioural energy of managers and their subordinates (Macey et al., 2009).

However, it is important to understand that energy alone does not directly translate into the financial outcomes of the organisations. There are processes whereby the translation into financial outcomes occurs. Macey et al. (2009) outline the employee engagement value chain which has a direct consequence for conditions which must exist for employees to feel and be engaged, and produce the financial consequences for which an organisation hoped. The employee engagement value chain is depicted in Figure 2.11.

According to Macey et al. (2009), engagement has two important aspects, namely: *psychological* and *behavioural*. The psychological deals with the way how people feel, how focused and enthusiastic they are on their work, intensity of the relationship. The behavioural deals with what people do, namely: their persistent, adaptability, and pro-activeness. This creates the basis for creating organisational tangible outcomes such as performance, productivity, customer loyalty, intellectual capital and employer brand image.

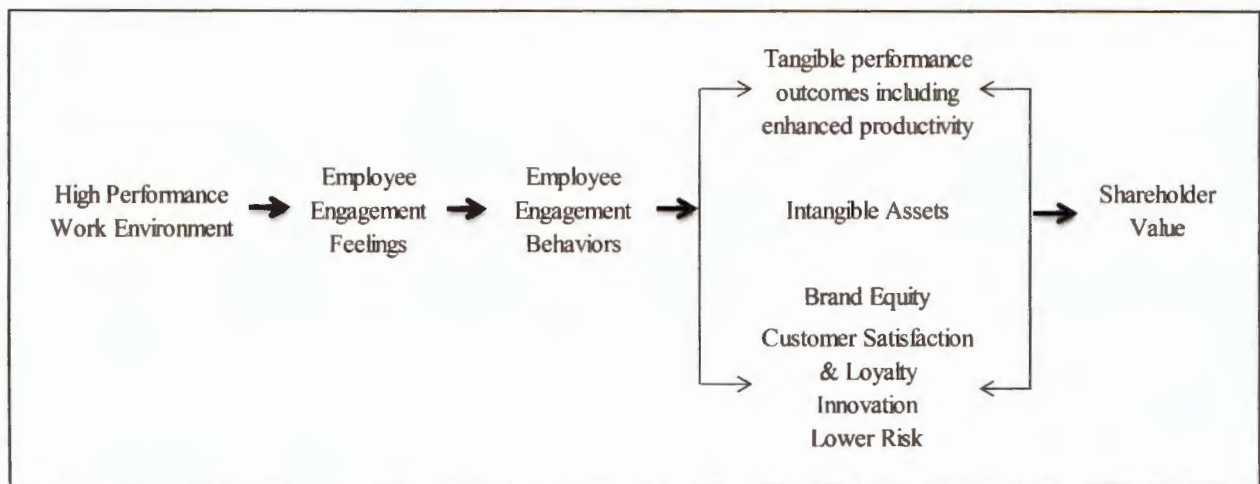


Figure 2.11: Employee Engagement Value Chain (Source : Macey, Schneider, Barbara & Young, 2009; modified)

Employee's engagement aligns and motivates employees and thus enables the organisation to multiply its talent pool and improve the overall organisation performance through sustainable capacity.

### 2.5.5. Talent development

The scarcity of talented employees and managers remains a challenge in many organisations. According to Prius (2011) the demand for talented young recruits in the labour markets still outstrips what the university outflow is able to supply in many parts of the world. In this case,

this can imply that talent development is exempt from the tight scrutiny that all other human resource department are under. Pruis (2011) evaluated five key talent development principles:

- Principle 1: formulate a crystal clear ‘talent’ policy.

Talent has become extremely popular in recent years. Talent is imperative for the livelihood of organisations (Lawler, 2008). Optimising talent determines whether the organisation in question grows or reorganises its operations. One can say talent is only talent if it is sustainable. When formulating talent policy, there are key decisions to be made such as:

- What drives organisation to nominate employees as ‘talent’? This can be achieved through looking at potential for excellent performance.
- What does organisation do to link talents to jobs and initiatives? Through clearly defined ‘talent pools’ for various levels of seniority and roles (management, specialists, project management, line responsibilities, staff, HR, etc.).
- Which HR tool makes the difference in developing talent? These should look at the assessment cycle, and also consider 360-degree feedback system based on clear profiles, specified for all key jobs and roles in our organisation.
- Does an organisation employ a tailored talent development approach for the various generations of employees? Talent development approach is markedly different for various generations (baby boomers, generation X, and generation Y).
- Which HR system supports talent development? This includes the system that is used during assessment, an ERP system, like SAP (HCM) and another system.

- Principle 2: perceive talent development as an integrated process.

Talent development can only take off in co-operation with the right people that have been previously recruited and selected. Recruiting the right people requires strategic HR approach to the combination of talent reviews and career development in support of their career development. The combination of talent reviews and career development creates a dialogue between the organisational need for talent deployment and the talents unique desire for their professional development and careers.

- Principle 3: fulfil a clear and present organisational need.

According to Blass and April (2008) quoted by Pruis (2011) talent development is not a 'pro bono' understanding for organisations; it must be lead to a clearly outlined. Talent development programs should be matched as sharply as possible to the strategic objectives of an organisation as well as any other organisational challenges that may be clear and present in the organisation.

- Principle 4: offer mentoring by true role models.



Ruijters (2006) quoted by Pruis (2011) found that learning and development especially future leaders, have two preferred models of learning, of which observing role model is one, and the other is learning by discovering. Through observation talents learn what works best and how to build their own best practices. Mentoring promotes direct transfer of critical tacit work-related knowledge form an experienced employee to a less experienced employee and can increase an individual's social capital through exposing him/her to the mentor social network. It can enhance employee motivation and

commitment through achieving a relational psychological contract between employer and employee.

- Principle 5: harness the power of the talent pool.

Considering the way organisations organise work, it appears that jobs, assignments and projects are the dominant form. A job requires a minimum duration to offer any return on investment and a maximum duration after which the job will become routine and no longer provides a rich learning environment for talents. The main challenge for organisations is developing scarce talented employees over time. This can be overcome by harnessing organisational talent pool through offering mentoring by true role models.

#### **2.5.6. Talent optimisation**

Many organisations are very good in attracting and acquiring talent, the challenge remains to engage them in their work and to retain them longer than the competitors (Aubin & Carlsen, 2008). Engaged and committed employees are proud to work for their employers, and are also dedicated to the organisation and willing to give extra effort necessary to achieve the goals of the organisation (Aubin & Carlsen, 2008).

When it comes to talent optimisation, leadership need to understand that people are the most important ingredient of the organisation success. To understand talent optimisation, the views of leadership team and HR community which includes all line managers' have to be gathered (Sharkey & Eccher, 2010). For an organisation to have a good foundation upon which to build its talent roadmap, Sharkey and Eccher (2010) suggested the talent optimisation framework as depicted in Figure 2.12.

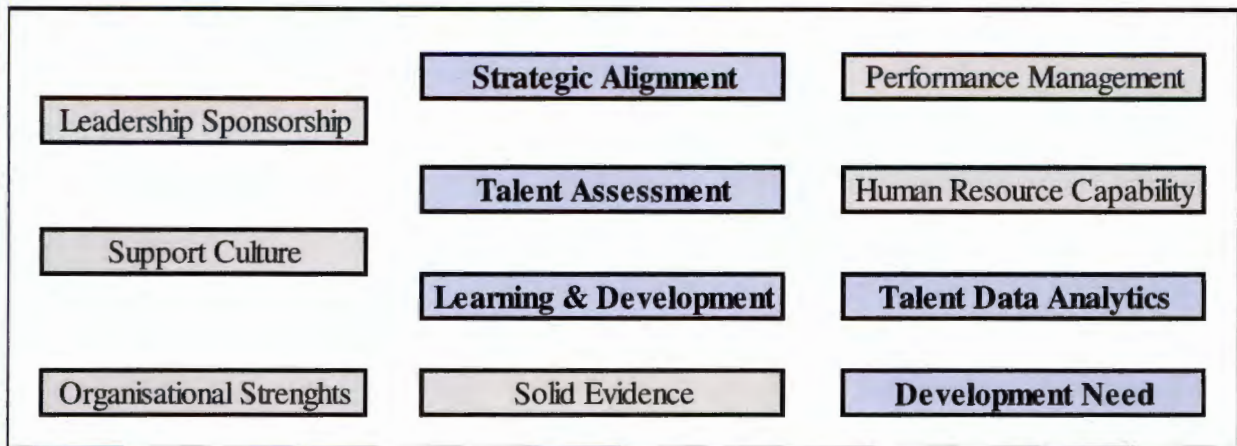


Figure 2.12 : The Talent Optimization Framework (Source: Sharkey & Eccher, 2010)

This framework helps organisations in validating the recent work done by the organisation and improves the impact of talent optimisation and its effectiveness on individual performance reviews. Thus, optimising talent and creating positive business results through employee engagement yields truly beneficial and powerful business outcomes such as enhanced productivity, increased customer satisfaction, and ultimately a more profitable business.

In conclusion, leadership need to understand that people are the most important ingredient of the organisation success. To understand talent optimisation, the views of leadership team and HR community which includes all line managers' have to be gathered and focused towards achieving the organisation short, medium and long-term goals with respect human capital optimisation as all employees form the engine of the company.

### 2.5.7. Performance and Rewards

According to Whelan and Carcary (2011), performance management helps in identifying those workers who are performing best, and provides feedback on employees' roles and expected

performance standards, and also find a way to help those who are under performing (Whelan & Carcary, 2011). Success metrics helps quantify performance and identify those who contribute most to knowledge initiatives. Failing to reward key talented individuals results not only in them leaving the organisation, but also result to absenteeism, disruptive office politics, disengagement, and poor productivity.

Planning effective programs that include both monetary and non-monetary incentives requires an understanding of the organisation's accumulated knowledge base and of what motivates talent to come to work, to be productive and develop the level of expertise as required. There are several rewards and recognition models as suggested by different researchers and adopted by various organisations including traditional compensation packages, executive compensation, flexible compensation, perks, and informal and formal recognition, etc. For some employees recognition may be in the form of providing career development programs that match the individual's career aspiration.

#### **2.5.8. Retention**

When organisation loses knowledge as a result of employee turnover - whether through competitor headhunting, redundancies, or retirements - such situations exposes organisations to considerable risk. Departing employees leave with often rare and difficult-to-imitate knowledge, but they also take with them critical knowledge about who they know. This relational capital knowledge is crucial for getting work done in knowledge intensive environments (Whelan & Carcary, 2011) citing Parise et al. (2006).

Strategies for preventing knowledge loss in organisations have become a critical organisational concern due to workforce layoffs, but also due to demographics in a particular country. Whelan and Carcary (2011) emphasises that retaining key knowledge holders is difficult. First, a change in the psychological contract between employees and employers becomes more evident, with the new Generation X and Y workers typically demonstrating lower loyalty and changing organisations more frequently (Whelan & Carcary, 2011) citing Burke & NG (2006). Secondly employees often exploit their competencies to avail of more attractive opportunities at other organisations.

There are key predictors of employee's intention to leave an organisation is satisfaction with and pride in the organisation and perception of it being socially responsible Tymon et al. (2010) cited by Whelan and Carcary (2011). Hygiene factors (i.e. Compensation, benefits, location) directly affect individual career success, while individual career success and intrinsic rewards indirectly contribute to reducing talent loss. Other factors include building trust and open communication channels into the employer-employee relationship (Frank & Taylor, 2004) as quoted by (Whelan & Carcary, 2011) and fostering employee engagement.

## 2.6. Integrated talent management models

Figure 2.13 depicts Ernst & Young's Talent Model. According to Ernst & Young's Talent Model all organisations face unique challenges and business drivers.

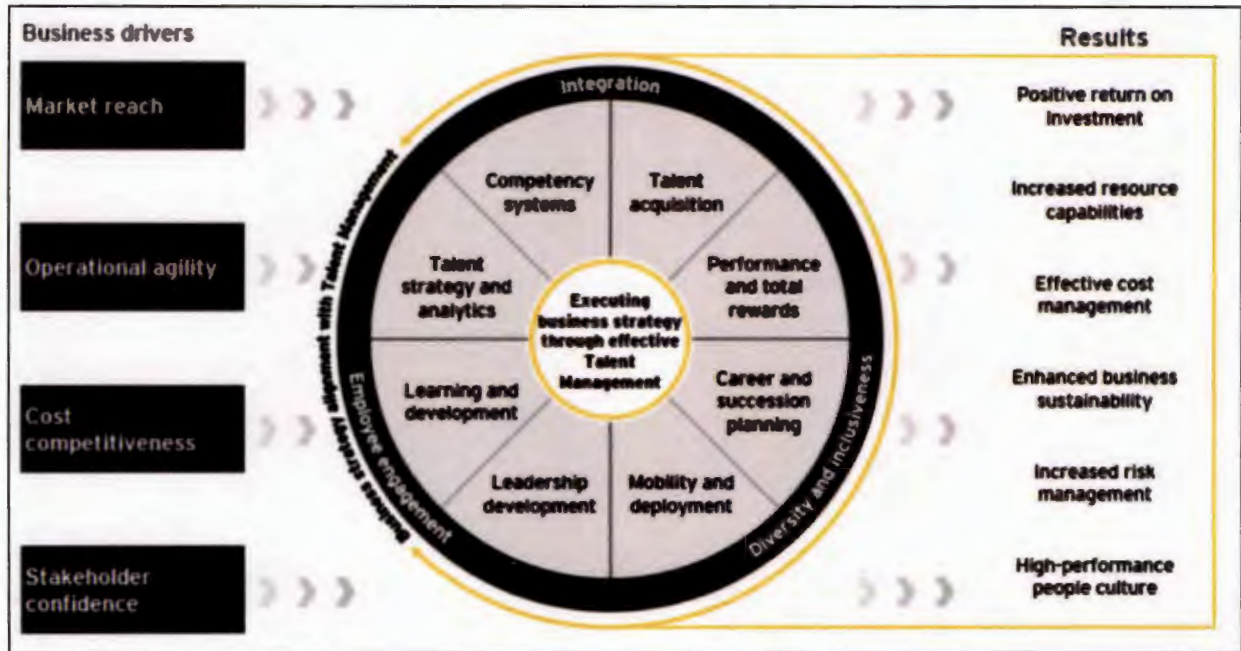


Figure 2.13: Ernest and Young 2012: Talent Model

There is no single talent management approach applies to all of them. In today's business operations, how an organisation manages and develops its talent consistent with its business strategies must be integrated as an integral part of the business strategy. The alignment and integration of talent management are the key success and effectiveness of talent management model and they correlate strongly with superior business performance, both financial and non-financial. Managing talent means trying to harness the full potential of organisational human capital that brings the complexities and connections to human behaviour.

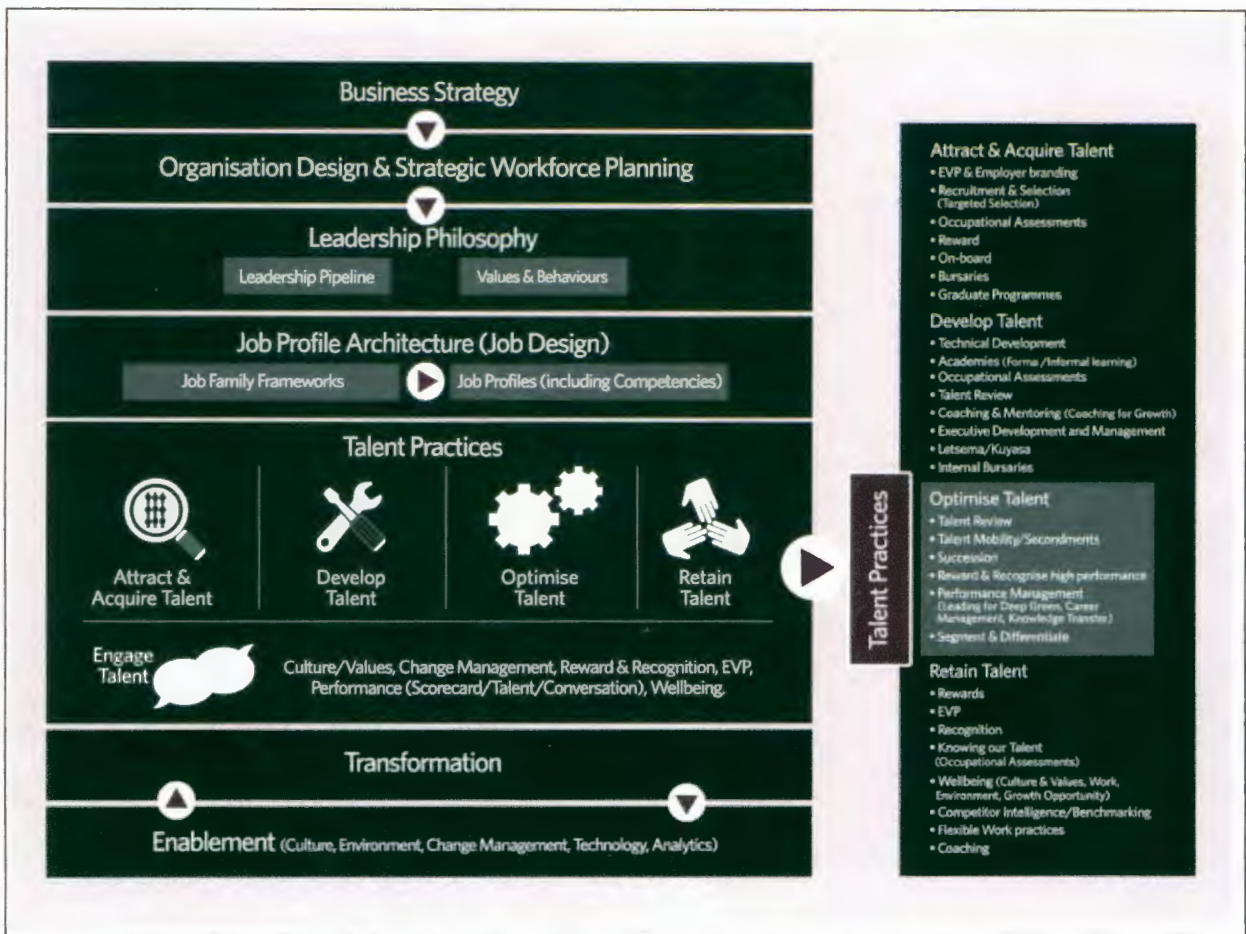


Figure 2.14: Integrated Talent Framework (Source: Nedbank Integrated Talent Framework: *Talent Management The Nedbank Way*, 2013: 6)

Figure 2.14 depicts Company X Integrated Talent Management Framework where the business is built around sustainability, and people are central to the achievement of such sustainability. That is why it is vital for talent management framework to be fully integrated into the way an organisation work. Organisation strategic planning process underpins all business activities. This strategy then filters through into all parts of the business, allowing the various business units to develop strategies, operating models and structures that allows them to contribute to the overall group success. For these strategies and operating models to be effective, they have to be

underpinned by effective workforce planning. Thus means the organisation has to put the right people in the right jobs and enabling them to give of their best.

At the forefront of this workforce are the leaders and managers who have skills and passion to move everyone, and the business, forward. These leaders should demonstrate organisation values and behaviours, and positively influence the culture of the organisation. And one of the best ways to put such leaders in place is by developing employees who show leadership potential.

There are four key dimensions of talent practices from the above integrated talent framework that ensure that an organisation can achieve its talent management objectives in a way that delivers its business strategy and allows its valuable people to develop and grow into future leaders.

These talent practices include:

- Attract and acquiring talent: - this practice relates to discovering, selecting and developing talent effectively in the organisation.
- Developing talent: - this is concern with the strategies an organisation needs to create an organisation committed to continue learning. It includes, but not limited to, curriculum development, formal and on-the-job training, and other people development initiatives and practices.
- Optimising talent: - this includes solutions an organisation can apply to ensure the business continuity and build talent pipeline. When an organisation optimises talent they ensure that they have the right people in the right roles at the right time, and they can deploy talent when and where business requirements may change in the future.

- Retaining and engaging talent: - this involves continually assessing organisation current and future talent needs, carefully monitoring and evaluating organisation current talent, and managing attrition rates, productivity and mobility.

Underpinning all these practices is an absolute commitment to transformation as an enabling strategic imperative, as well as leadership philosophy and job profiling. For the integrated talent management framework to be live, organisation need numbers of enablers such as change management, environment, technology and culture. This can be the cornerstone of effective talent management in the organisation, and they ensure an organisation to harness their talent framework to deliver on the business strategy.



Figure 2.15 depicts the suggested Integrated Talent Management Framework (PwC, 2013) designed to support an organisation talent objective. Each category in the talent framework supports a grouping of talent objectives. They are made up of individual building blocks. These blocks will differ from one business to another, and have overlap and interdependencies. It is important to understand that businesses are unique, the business strategy is unique, and the building blocks required to create the talent framework will be specific to an organisation.

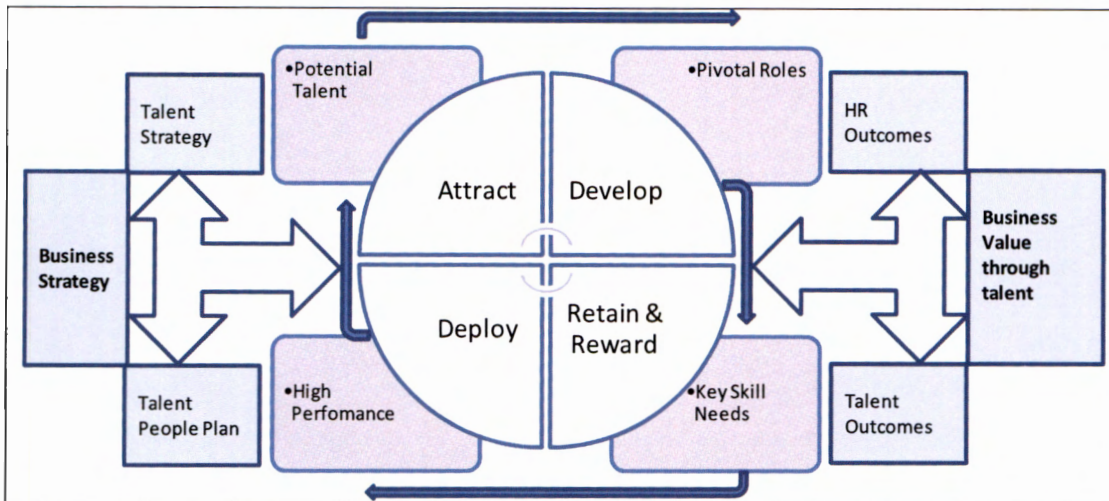


Figure 2.15: Talent Management Model (Source: PricewaterhouseCoopers 2013; modified)

Applying this framework to an organisation talent planning will also ensure that it is an integral part of the business and the strategy not simply another HR initiative. This framework is built to provide end to end solution to the business from business strategy to achieving business value through talent. Taking one step further, the cement holding these building blocks together is leadership and the business strategy and the business value through talent.

These individual categories will be recognisable to any organisation; however, they are likely to be interpreted in different ways.

The descriptions below clarify each block in the context of this model and its associated diagnostic tool.

- Business strategy and plan: - This reflects a direct link to the business strategy and the talented related elements that enables the strategy or overcome hurdles to deliver the strategy. It is not an outcome of the strategy, but one of the determinants of the strategy. It has the robustness to measurement of relevant outcomes as other aspects of the

business strategy. It includes the business growth in the emerging markets, innovation, regulation, compliance, risk, cost reduction, operational efficiency and transactions.

- Talent strategy and people plan: - Organisations should develop talent strategy which takes into consideration key business priorities for people, talent and business change as well as the employee experience. This should be influenced by the strategic people plan which detailed future workforce scenario analysis and workforce requirements forecasting based on business strategy and plan. A detailed workforce plan should also be aligned to the overall business plan.
- Talent practices: - attract, develop, retain & reward, and deploy.
- Attract potential talent: - Organisation needs to attract future and high potential talent in order to execute its over-arching business strategy. This can be achieved if organisations have an attractive employer brand to attract scarce and critical future potential talent, they should have clear employee value proposition and workforce planning which embraces diversity.
- Develop pivotal roles: - Organisations need to be aware that pivotal key roles create or destroy organisational values; such will depends on how talent is developed to add value into the overall business value chain. Hence it is important for an organisation to have leadership development, coaching and mentoring programs, technical and functional learning's together with performance management.
- Retain and reward key skills: - Managers should analyse organisational key skills needs and hold on to the experience and expertise of the developed talent. Such will show that employees are being effectively engaged, rewarded and recognised. Organisations which

manage to retain its pivotal roles are more attractive since this can be an indication of a working environment with an inclusive culture.

- Deploy high performance: - High performer's talent that drives high performing culture in an organisation should be deployed accordingly. Talent deployment includes international mobility, succession planning, cycles of experience and involving them in the restructuring. Such form part of the people processes which add to employee value proposition and employer branding for attracting potential talent.
- HR and talent outcomes: - HR outcomes focus on the talent investment, processes and programs. This includes activities aligned directly to business plan and improved governance and reporting on talent. Whereas talent outcomes include outcomes such as follows, increased employee engagement, increased performance, diversity, increased leadership effectiveness, improved talent retention, enhanced the development of key talent, and managed succession of critical roles, culture of innovation, learning organisation culture and employee communication and recognition.
- Business value through talent: - There are many business values of which talent can bring into an organisation. This includes business values such as managing risk of capability gaps, sustainable business leadership, focus investment in talent, compete effectively for talent, employer reputation and leverage innovation.

## **2.7. Summary conclusions**

This chapter covered the appropriate literature review aligned to the investigative questions which has been answered by the survey. Organisational strategy - for the effective implementation of integrated talent management 'framework', there must be a leadership buy-in.

- Leadership: - Leadership commitment is as a critical element of organisational success and talent management practices.
- Talent Profile: - building the organisations 'talent-pipeline' to ensure essential critical skills which are required for sustainable competitive advantage of the organisation in the short, medium and long-term.
- Talent management practices: - a set of organisational processes designed to attract talent, acquire talent, develop talent, optimise talent and retain talent in key and critical roles within organisations.
- Integrated talent management models: - talent management practices are an integrated dynamic process, which enables organisations to define, acquire and develop the talent needed to meet organisation strategic objectives.



Applying this framework to an organisation talent planning will also ensure that it is an integral part of the business and the strategy not simply another HR initiative.

## **CHAPTER 3: RESEARCH METHODOLOGY AND DATA CAPTURING DESIGN**

### **3.1. Introduction**

This chapter covers the research methodology and data collection design to be used in this investigation. The chapter will cover the following aspects:

- the steps to a scientific research process;
- the research methodology;
- data collection design;
- data validity and reliability;
- research limitations;
- ethics; and
- research assumptions.

### **3.2. The steps to a scientific research process**

Researchers are in agreement that the scientific research process comprises the following steps as upheld by Collis and Hussey (2009); and Cooper and Schindler (2006):

- Conduct a literature review (this was presented in chapter two).
- Formulate research problem and the investigative questions to be answered in mitigation of solving the problem formulate the research design and methodology (action or applied) which includes the data collection design and methodology; data validity and reliability; sampling; ethics; research assumptions and research constraints.

- Executing the data analysis and interpretation; statistical methods of analysis (prescriptive and descriptive).
- Writing up and presenting the research report containing conclusions and recommendations.

### 3.3. The research methodology

The research method is a strategy of enquiry, which moves from the underlying assumptions to research design and data collection (Meyer, 2009). The research problem for this study is stated as: *“The lack of sufficient organisational support for an integrated talent management ‘framework’ to attract and acquire, develop, and engage and retain talent.”* The investigative questions to be answered by the research study in mitigation of the problem statement above is to establish whether the integrated talent management ‘framework’ being implemented is delivering the *value add* which the organisation is aiming to achieve. The following investigative questions are used:

- What is the role and support of top management in its *leadership* to ensure the effective implementation of the talent management ‘framework’ in ensuring supportive buy-in within the organisation is present?
- How successful is the current talent management ‘framework’ in building the organisations ‘talent-pipeline’ to ensure essential critical skills which are required for sustainable competitive advantage of the organisation in the short, medium and long-term?

- Are the criteria used to populate the current talent management framework perceived to be fair, effective and ensuring that competent performer are actually positioned into the right job?

For the data design, a survey questionnaire (Likert four point scales) was designed with 22 items covering these three aspects of leadership, talent pipeline and job profiling.

According to Yin (1994: 19), a research design can be defined as “the logical sequence that connects the empirical data to a study’s initial research question and ultimately to its conclusions.” In simple terms research design is an action plan which helps the researcher to navigate from one place to another.

The research design followed in this research is of a case study research. A *case study research design* is one of several ways of doing research whether is social science related or even socially related, because its aim is to understand human beings in a social context by interpreting their actions as a single group or a single event. Gillham (2000: 1) defines a case study as an “investigation to answer specific research questions which seek a range of different evidences from the case settings.” Yin (2013: 257) defines a case study as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly defined.

The research design is described by Polit and Hungler (1998) as a blueprint, or outline, for conducting the study in such a way that maximum control will be exercised over factors that could interfere with the validity of the research results. The research design is the researcher’s overall plan for obtaining answers to the research questions guiding the study. Designing a study

helps researcher to plan and implement the study in a way that help them to obtain the intended results, thus increasing the chances of obtaining information that could be associated with the real situation.

According to Collis and Hussey (2009), case studies are often described as explanatory research used in areas where there are few theories or a deficient body of knowledge. Case study research aims not only to explore certain phenomena, but also to understand them in a particular context. It is useful in situations where contextual conditions of the event being studied are critical and where the researcher has no control over the events as they unfold.

The case study research design used in this research comprised of the *quantitative research paradigm*, which adopts an interpretive approach to data, studies things within their context and considers the subjective meanings that people bring to their situation. The case study method used in this research makes use of the *descriptive* (where the objective is restricted to describe current practices) and *explanatory case study method* (where existing theory is used to understand and explain what is happening).

### **3.4. Data collection design**



There are several scientific methods in which data can be collected for research purposes. Examples are: collecting data through observation; field experiments; focus groups; one-to-one interviews; and survey questionnaires. For purposes of this investigation a specifically designed survey questionnaire will be used as it is electronically easily distributed within the organisation under investigation and saves time, and is deemed to be cost effective.

### 3.4.1 Structure of the questionnaire

From the literature review which was in line with the investigative questions which have to be answered, three categories were identified namely; leadership support, talent-pipeline and fairness of job profiling. As mentioned before between seven to eight carefully worded research questions posed in Likert format were formulated. In total twenty two (22) questions were posed for respondents to answer in terms of the Likert scale design.

The research questionnaire comprises of two parts as indicated below:

- Part A, biographic data which covers employee length of services, experience in the current position, age and management level.
- Part B, covering the three categories:
  - Leadership role and support, the leadership role and support of top management in ensuring effective talent management framework implementation.
  - Implementation of talent management framework, usefulness of the talent management framework in building the organisation's 'talent-pipeline'.
  - Fairness in ensuring competent performer are actually positioned into the right job, fairness of criteria used to for identifying competent performers linked to job profiling.

An example of the questionnaire used can be found in Appendix A.

### **3.4.2 Delimitation of the research study**

The study will focus on Company X which is a financial institution within the South African environment. The data gathering will be carried out within a sample drawn from the entire population within the selected financial institution (Company X) serving as the research study.

### **3.4.3 Sampling method used**

According to Collis and Hussey (2009: 209), a 'sample' is made up of some of the members of the population (the target population). A 'population' refers to a body of people under consideration for purposes of the research. A 'sampling frame' in turn refers to a list or any other record of the population from which all the sampling units are drawn within a large company. For example a list of all employees that can be targeted will form the 'sampling frame' from which a research sample can be selected.

Researchers refer to two main categories of sampling can be identified, namely 'probability sampling' which allows the researcher to in advance determine whether each segment of the population is represented in the sample. The second category is 'non-probability sampling' where the researcher has no way of guaranteeing that each element of the population will be represented in the sample. For this research design the researcher will make use of 'non-probability sampling' using the 'convenience' sampling method.

The population comprises of over one thousand (1,000) employees across all occupational levels, from which one hundred and fifty (150) employees were targeted. In selecting the sample the researcher drew the sample from a section of SM, MM and JM.

The sampling survey design was based on the Patterson grading of C Lower to Upper (Junior Management), D Lower to Upper (Middle Management) and E Lower to Upper (Senior Management) who are both client-facing environment and support services. All these employees' form part of talent pools within Company X as these are currently being engaged and developed for future leadership positions. The specifically design survey instrument was electronically forwarded to the sample of one hundred and fifty (150) employees across organisation disciplines.

#### **3.4.4 Data analysis**

In the execution of the data analysis for interpretation (chapter 4) the researcher makes use of descriptive and quantitative techniques, namely;

- Frequency analysis;
- Cronbach Alpha.

The quantitative survey comprised of three main categories (leadership support, talent-pipeline and fairness of job profiling) with a minimum of seven questions and a maximum of eight questions in each category to enable the researcher to also undertake a Cronbach Alpha test.

The items in each of the three categories were measured on a four point Likert (1932) scale ranging from 'strongly agree', 'somewhat agree', 'somewhat disagree', 'strongly disagree'. Although Likert scales are strictly ordinal, several researchers consider the scale to be at an equal interval level when there are at least five categories of response. In line with the approach of different researchers the Likert type scale with four response categories was considered as an

equal interval scale in the study. Because of the sample size not being large, the researcher opted for a four point scale in which the mid-point 'undecided' has being omitted so as to force respondents to either answer agree or disagree. This facilitates the interpretation of the frequency responses.

### 3.5. Data validity and reliability



According to Collis and Hussey (2009: 204), 'validity' is concerned with the extent to which the research findings accurately represent what is happening. More specific whether the data is a true picture of what is being studied. There are three major forms of validity identified by Cooper and Schindler (2006: 318-320), namely 'content validity'; 'construct validity' and 'criterion-related validity'. Content validity measures the extent to which it provides adequate coverage of the investigative questions guiding the study. Criterion-related validity reflects the success of measures used for prediction or estimation. Such must be judged in terms of the following four qualities: *is the criterion relevant, freedom from bias, reliability and availability*. Construct validity relates to the problem that there are a number of phenomena, which are directly observable, such as motivation, satisfaction, ambition and anxiety (Collis & Hussey, 2009).

Reliability is concerned with the findings of the research (Collis & Hussey, 2009). The finding can be said to be reliable if anyone else repeated the research and obtained the same results.

There are three common ways of estimating the reliability of the responses to questions in questionnaires or interviews, namely 'test-re-test method', 'split-halves method' and the 'internal consistency method' (Collis & Hussey, 2009). During statistical analysis the researcher checks for reliability and validity in chapter four.

### **3.6. Research limitations**

The limitations to the study were the following:

- Since the research was executed within a single organisation drawing on a limited sample, the interpreted results cannot be generalised across the larger part of the organisation.
- These findings cannot be generalised to other similar organisations as no comparative study was executed between Company X and other competitors in the same field.
- In executing the literature study it was found that very little research has been published in the area of the research topic. Therefore the discussion in the literature study was centred primarily on the integrated of talent management frameworks.

### **3.7. Ethics**

Employees in company X face ethical dilemmas in their daily duties, as do researchers, when people are used as study participants in an investigation. According to Saunders, Lewis and Thornhill (2009: 130) ... 'ethics refers to the appropriateness of your behaviour in relation to the rights of those who become the subject of your work, or are affected by it.'

Most of the issues in research fall into one of the following categories namely; protection from harm, informed consent, right to privacy, and honesty with professional colleagues. The principles of protection from harm, informed consent, right to privacy, honesty with professional colleagues, voluntary participation, human dignity, anonymity and confidentiality were observed during data collection. All these aspects have been adhered to in executing this research.

### **3.8. Research assumptions**

Assumptions represent a condition that is taken for granted, without which the research study would be pointless. The study has been conducted based on the following assumptions:

- All respondents receiving the survey questionnaire will clearly understand the questions to be answered.
- The research sample will be large enough to ensure that analysed results will not be skewed.
- The respondents of the survey sample will answer the survey questions honestly.
- The survey will have full management support.

### **3.9. Summary**

This chapter covered the research research design and methodology used in this investigation, as well as data collection design and methodology; delimitation of the study; sampling design; data validity and reliability; ethics of research, and research assumptions and research constraints.

## CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF DATA

### 4.1. Introduction

This chapter covers the data analysis and interpretation of the captured data. In total one hundred and fifty (150) survey questionnaires were e-mailed with a covering letter explaining the rationale behind the survey. Respondents were assured that permission was granted to conduct the study and ensuring them of the anonymity and confidentiality of their response. A sample return of 54% (n= 81) was achieved.

The data analysis which follows is presented in two parts:

- Part A: analysis of biographic data which covers employee length of services, experience in the current position, age and management level.
- Part B: Investigative questions are partitioned into three categories:
  - Leadership role and support: the leadership role and support of top management in ensuring effective implementation of the talent management framework.
  - Implementation of talent management framework: usefulness of the talent management framework in building the organisation's 'talent-pipeline'.
  - Fairness in ensuring competent performers are actually positioned into the right job: this includes fairness of criteria used to identify competent performers linked to job profiling.

## 4.2. Part A: Analysis of biographic data

Table 4.1: Summary of biographic data of the research sample

Indicate your length of service since joining the organisation.	<b>0 - 1 yrs.</b>	<b>2 - 5 yrs.</b>	<b>6 - 10 yrs.</b>	<b>11 - 15 yrs.</b>	<b>16+ yrs.</b>
	2	16	35	14	14
	2.5%	19.8%	43.2%	17.3%	17.3%
Indicate your length of service (experience) in your current position.	<b>0 - 1 yrs.</b>	<b>2 - 5 yrs.</b>	<b>6 - 10 yrs.</b>	<b>11 - 15 yrs.</b>	<b>16+ yrs.</b>
	8	41	24	5	3
	9.9%	50.6%	29.6%	6.2%	3.7%
Age.	<b>18 - 25</b>	<b>26 - 30</b>	<b>31 - 40</b>	<b>41 - 50</b>	<b>50+</b>
	3	8	33	33	4
	3.7%	9.9%	40.7%	40.7%	4.9%
Rate your current position.	<b>Senior Manager</b>		<b>Middle Manager</b>	<b>Junior Manager</b>	
	21		29	31	
	25.9%		35.8%	38.3%	
Gender.				<b>Male</b>	<b>Female</b>
				42	39
				51.9%	48.1%

Table 4.1 displays the frequency distribution of the stratified sample regarding age, length of service in the current position, length of service since joining the organisation, gender, and management levels. The biographic data reveals that:

- The majority of sample respondents (43.2%) are employees with an experience between 6 to 10 years since joining the organisation, whilst (34.6%) 28 have an experience in excess of 11 years or more. The minority of employees (18) have a length of service between 1 to 5 years. The distribution reflects that the organisation has a valuable experience curve and needs to guard that it does not lose the experience.
- The majority of the sample respondents (50.6%) are in their current job between 2 to 5 years, while (39.5%) 32 has been in the same position for 6 years or more. It appears that the organisation ensures that employees are gaining sufficient experience before being promoted into a higher position. Therefore the talent management framework might be focussed on building experience as an essential component for competitive advantage.
- The majority of respondents (66) are aged between 31 to 50 years, which suggest that there the organisation is relying more on the experienced employees than employees at an early stage of their careers.
- The sample of respondents is slightly equally distributed in numbers in terms of seniority of rank which should add a balance perspective to the value of the captured data to be discussed in part B analysis.
- In terms of gender the sample distribution is almost equal suggesting that the organisation is succeeding in its affirmative action gender distribution program within the workforce. This distribution will also provide more balanced perspectives when analysing the data in part B.



It can be concluded that the distribution of the study sample of respondents reflects that the organisation has a valuable experience curve and needs to guard that it does not lose the

experience. It appears that Company X ensures that employees are gaining sufficient experience before being promoted into a higher position. Therefore the talent management framework might be focussed on building experience as an essential component for competitive advantage. In terms of gender the sample distribution is almost equal suggesting that Company X is succeeding in its affirmative action gender distribution program within the workforce.

#### **4.3. Part B: Investigative questions**

Section 4.3.1 to 4.3.3 will follow the order of the three investigative questions which have to be answered by this research study.

##### **4.3.1 Leadership support**

The investigative question to be answered is;

*What is the role and support of top management in its leadership to ensure the effective implementation of the integrated talent management 'framework' in ensuring supportive buy-in within the organisation?*

Table 4.2: The leadership support

Statement	Agree	Disagree
1. Leadership in this organisation visibly participates in the talent management practices.	58	23
	71.6%	28.4%
2. Leadership in this organisation shapes the organisation culture to fit talent management leadership philosophy.	57	24
	70.4%	29.6%
3. The organisation value system is aligned to the organisation strategy on talent management practice.	54	27
	66.7%	33.3%
4. It is top management responsibility to ensure that all talent management is optimized.	67	14
	82.7%	17.3%
5. Management in this organisation actively supports talent management development.	59	22
	72.8%	27.2%
6. Management in this organisation optimally engages the talent of their employees.	46	35
	56.8%	43.2%
7. The organisation business strategy is clearly understood by managers regarding the philosophy around its talent management practice.	51	30
	63.0%	37.0%
8. Senior management bi-annually evaluate/review the effectiveness of the application of the talent management framework.	47	34
	58.0%	42.0%

Table 4.2 displays the data for the combined combinations for each of the eight research questions. Eight research questions were posed within the construct leadership support. To simplify the interpretation of the frequency data, the combinations 'strongly agree and somewhat

agree' have been combined into 'agree', and the same has been done for the combinations 'somewhat disagree and strongly disagree' into 'disagree'.

The analysis of the above data on the leadership construct reflects:

- The majority of sample respondents (71.6%) agree that leadership visibility and participation in the talent management practice within the organisation is present, whilst 28.4% have an opposite perception.
- The majority of sample respondents (70.4%) perceive that leadership in the organisation shapes the organisations culture to fit talent management leadership philosophy; whilst 29.6% tend to disagree.
- The majority of sample respondents (66.7%) agree that the organisation value system is aligned to the organisation strategy on the organisation talent management practice; whilst one third hold an opposing view.
- The majority of sample respondents (82.7%) perceive that it is top management responsibility to ensure that all talent management is optimised, whilst a small minority (17.3%) disagree.
- 72.8% of the sample respondents agree that management in the organisation actively support talent management development; whilst 27.2% of the sample respondents hold an opposing view.
- 56.8% of the respondents hold a perception that management in the organisation optimally engage the talent of their employees; whilst 43.2% tend to disagree.

- The majority of sample respondents (63.0%) agree that the organisation business strategy is clearly understood by managers regarding the philosophy around its talent management practice; whilst 37.0% of the sample respondents hold an opposing view.
- 58.0% of the sample respondents hold the perception that senior management bi-annually evaluate/review the effectiveness of the application of the talent management framework; whilst 42.0% are in disagreement.

In summary of the leadership construct, leadership appears to be positively executing its role regarding the support of the talent management practice within the organisation. However, three areas of managing this process, the analysed data suggest that management could be more visibly address the issues of alignment of the value system to the organisation strategy on talent management practice; also demonstrate to employees that it optimally engages the organisation's talent; and by bi-annual raising a greater awareness of reviewing the effectiveness of the application of the talent management framework this could alter the disagree perceptions.

### **4.3.2 Talent pipeline**

This section covered seven research questions (questions 9-15 from the data collection instrument). The responses reflect perceptions regarding the talent pipeline construct. The sub-investigative question to be answered by this research is:

*How successful is the current integrated talent management 'framework' in building the organisations 'talent-pipeline' to ensure essential critical skills which are required for sustainable competitive advantage of the organisation in the short, medium and long-term?*

Table 4.3: Talent-pipeline

Statement	Agree	Disagree
9. It is clear to all employees that the integrated talent management framework is designed to alleviate skills shortages within the organisation by building a talent pipeline.	49	32
	60.5%	39.5%
10. The organisation is competent at attracting talent for all levels within the organisation.	57	24
	70.4%	29.6%
11. The organisation is competent at acquiring short, medium and long term talent to sustain its competitive advantage in the market.	49	32
	60.5%	39.5%
12. The discussion around employee talent management conversation is effectively implemented by all managers within this organisation.	32	49
	39.5%	60.5%
13. Managers are well trained to conduct effective talent management conversation with their subordinates.	34	47
	42.0%	58.0%
14. Managers within this organisation are effective in retaining their best talent.	30	51
	37.0%	63.0%
15. Integrated talent framework in the organisation is a source of value creation.	58	23
	71.6%	28.4%

Seven research questions were posed within the construct 'talent pipeline'. Table 4.3 displays the data for the combined combinations for each of the seven research questions. Table 4.3 displays the data for the combined combinations for each of the seven research questions. To simplify the interpretation of the frequency data, the combinations 'strongly agree and somewhat agree' have

been combined into 'agree', and the same has been done for the combinations 'somewhat disagree and strongly disagree' into 'disagree'.

The analysis of the above data on the talent pipeline construct reflects;

- The majority (60.5%) of the sample respondents agree that the integrated talent management framework is designed to alleviate skills shortages within the organisation by building a talent pipeline; whilst 39.5% disagree.
- The majority (70.4%) of the sample respondents perceive that the organisation is competent at attracting talent for all levels within the organisation, whilst 29.6% tend to disagree.
- 60.5% of the sample respondents agree that the organisation is competent at acquiring short, medium and long term talent to sustain its competitive advantage in the market, whilst 39.5% of the sample respondents appear to disagree.
- The majority of the sample respondents (60.5%) indicated that there appears to be no effective discussions around 'employee talent management conversations', whilst minority 39.5% indicated that the talent management conversation does take place.
- The majority of the sample respondents (58.0%) indicated that managers are not well trained to conduct effective talent management conversations with their subordinates, whilst 42.0% indicated that managers are well trained to conduct talent management conversations. This aspect requires further investigation by the organisation as to substantiate the held perceptions.
- The majority of the sample respondents (63%) indicated that managers in the organisation appear not to be effective in retaining their best talent, whilst 37% of the

sample respondents agree that managers in the organisation are more successful than others in retaining their best talent.

- 71.6% of the sample respondents hold the perception that the integrated talent framework in the organisation is a source of value creation, whilst 28.4% tend to disagree.

Summarising the above analysis regarding the 'talent pipeline' construct, the integrated talent management framework is designed to alleviate skills shortages within the organisation; the organisation is competent at attracting talent for all levels within the organisation; the organisation is competent at acquiring short, medium and long term talent to sustain its competitive advantage in the market; and that the integrated talent framework is a source of value creation. However, issues that require more attention are: the need to have more effective discussions around 'talent management conversations' with subordinates; addressing the issue of training managers on how to conduct effective talent management conversations with their subordinates; and the need to evaluate the effectiveness of the current strategy to retain the best talent within the organisation.

### **4.3.3 Fairness of job profiling**

This section covered seven research questions (questions 16-22 from the data collection instrument). The responses reflect perceptions regarding the fairness of the job profiling construct. The sub-investigative question to be answered by this research is:

*Are the criteria used to populate the current integrated talent management 'framework' perceived to be fair, effective and ensuring that competent performer are actually positioned into the right job?*

Seven research questions were posed within the construct 'fairness of job profiling'. To simplify the interpretation of the frequency data, the combinations 'strongly agree and somewhat agree' have been combined into 'agree', and the same has been done for the combinations 'somewhat disagree and strongly disagree' into 'disagree'. Table 4.4 displays the data for the combined combinations for each of the seven research questions.

The analysis of the above data on the talent pipeline construct reflects;

- Slightly more than half of the sample respondents (55.6%) indicated that managers in the organisation have not been well trained to apply fair criteria of the talent management framework in evaluating talent; whilst 44.4% indicated that managers were well trained.
- Slightly more than half of the sample respondents (53.1%) disagree that managers in the organisation are competent in carrying out fairness evaluations with their subordinates; whilst 46.9% agree that managers are competent at carrying out fairness evaluation within the organisation. There appears to be inconsistency regarding manager's competency in carrying out fairness evaluation. 64.2% of the sample respondents indicate that HR in the organisation do not regularly evaluate managers' competences at carrying out fair evaluations; whilst 35.8% tend to suggest that the opposite is true.
- The majority of the sample respondents (79.0%) agree that the talent management framework approach is designed to give attention the short, medium, and long term employee development needs at all levels within the organisation; whilst the minority 21.0% tend to disagree.
- Slightly more than half of the sample respondents (53.1%) indicated that managers in the organisation do not clearly understand the relationship between job profiling and talent

matching; whilst 46.9% hold a differing view. It appears that some employees do not perceive the link between job profiling and talent matching as these two functions are possible carried out independently of one another.

- Slightly more than half of the sample respondents (58.0%) perceive HR management to be efficient in their scientific application to the principles of job profiling; whilst 42.0% hold the opposite perception.
- Slightly more than half of the sample respondents (53.1%) believe that for the talent management framework to retain its dynamic value add, management job profiles at all levels need to be re-evaluated / reviewed every two years; whilst 46.9% tend to disagree. These disparities perception tends to suggest that it is not clear whether the management job profile should be reviewed as a standard practice within a defined period.

Table 4.4: Fairness of job profiling

<b>Statement</b>	<b>Agree</b>	<b>Disagree</b>
16. Managers in this organisation have been well trained to apply the talent framework comprising fairness criteria in evaluating talent.	36	45
	44.4%	55.6%
17. Managers in this organisation are competent in carrying out fairness evaluations with their subordinates.	38	43
	46.9%	53.1%
18. HR within this organisation regularly evaluates managers' competences at carrying out fairness evaluations regarding levels of employee performance.	29	52
	35.8%	64.2%
19. The talent management framework approach is designed to give attention the short, medium, and long term employee development needs at all levels within the organisation.	64	17
	79.0%	21.0%
20. Managers within this organisation clearly understand the relationship between job profiling and talent matching.	38	43
	46.9%	53.1%
21. HR management is efficient in their scientific application to the principles of job profiling.	47	34
	58.0%	42.0%
22. For the talent management framework to retain its dynamic value ads, managements job profiles at all levels are re-evaluated / review every two years.	43	38
	53.1%	46.9%

In summary of the above findings the following conclusions can be drawn: the sample respondents believe that the talent management framework approach is designed to give attention the short, medium, and long term employee development needs at all levels within the

organisation. However, disparities and perceptions exist around the following issues: disparities in views are being held about how well managers are trained to apply criteria of fairness of the talent management framework in evaluating talent; the competency of managers in carrying out fairness evaluations with their subordinates is questioned; furthermore there appears to be a believe that HR in the organisation does not regularly evaluate managers' competences in carrying out fair evaluations; and apparently managers in the organisation do not appear to clearly understand the relationship between job profiling and talent matching; and HR management seems not to be efficient in scientifically applying the principles of job profiling; and Lastly, for the talent management framework to truly retain its dynamic value add, management job profiles populated within the talent management framework should be reviewed at regular intervals.

The Cronbach's alpha reliability test administered to the research questionnaire provided a coefficient reliability of 0.98. The closer Cronbach's alpha coefficient is to 1.0, the greater the internal consistency of the questionnaire items in the Likert scale that was used.

#### **4.4. Summary**

This chapter covered the data analysis and interpretation of the captured results whereby it was found that Company X has a valuable experience curve that needs to be retained. This suggests that Company X ensures that employees are gaining sufficient experience before being promoted into a higher position. Therefore the talent management framework might be focused on building experience as an essential component for competitive advantage. The data analysis and interpretations further suggest that leadership, talent pipeline and job profiling constructs in

Company X appears to be positively executed and well supported within the organisation. However, there are some areas which need urgent attention.

The next chapter will provides an integration of the entire study together with the conclusions, recommendations, limitations of the study, contribution to the research literature, and suggestions for future research.

## CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

### 5.1. Introduction

This final chapter covers an abbreviated summary of chapters one to four, and thereafter presents the conclusions which emerge from chapter four, followed by recommendations, a review of the limitations of the research study, and recommendations for future research.

Chapter one provided the background to this study together with the statement of the research problem and the investigative questions that had to be answered by the investigation.

Talent management has a negative impact on the organisation if not managed effectively. The following consequences can emerge where there is an in-effective management of talent. In-effective management of talent can result in giving rise to the followings problems in an organisation:

- Poor succession planning: - such can cause an organisation to suffer in terms of business continuity.
- High financial cost: - due to talent departure which can have both direct and indirect costs.
- Impact organisation sustainability: - such happens in organisations where critical skills are essential for success of the organisation.
- Increased litigations: - organisations can spend significant amounts of time and resources addressing the issues of disgruntled employees.
- Productivity losses and workflow interruptions: - contributing to financial losses.

- Service quality: - this can impact CRM and customer service levels.
- Loss of expertise: - knowledge gets lost in the industries or organisations which may take time to replace.
- Loss of business opportunities: - poor management of talent can compromise competitive advantage.
- Disruption of social and communication network: - poor management of talent can disrupt teamwork and productive patterns.
- Morale of employees: - the disruptive nature of poor management of talent can affect morale of employees who are overwhelmed by workload and instability in the workplace.
- Brand Image of the organisation: - poor management of talent creates a negative image of the organisation.

These factors can all have negative consequences which affect an organisations performance in maintaining a market leadership position, stakeholder support and market share.

The problem statement was defined as: *“The lack of sufficient organisational support for an integrated talent management ‘framework’ to attract and acquire, develop, and optimise and retain talent.”* The investigative questions which needed to be answered in mitigation of solving the research problem were:

- What is the *role and support of top management* to ensure that their leadership is ensuring supportive buy-in within the organisation for the effective implementation of the integrated talent management ‘framework’?

- How successful is the current integrated talent management 'framework' is in *building the organisations 'talent-pipeline'* to ensure essential critical skills which are required for sustainable competitive advantage of the organisation in the short, medium and long-term?
- Are the *criteria used* to populate the current integrated talent management 'framework' *perceived to be fair, effective* and ensuring that competent performer are actually positioned into the right job.

Chapter two covered a literature study aligned to the above investigative questions which required answering. The literature study presents the normative theory in chapter two which forms the foundation for structuring the data capturing instrument. The key areas that were covered by the literature study were focused on three constructs, namely: leadership, talent pipeline and the fairness of job profiling. In the area of leadership the following sources were consulted (Collins, 2001; Covey, 2008; Kouzes & Posner, 2006; Maxwell, 2007; Ulrich et al., 2008). For the section on talent pipeline some of the following sources were reviewed (Philip & Edwards, 2009; Bersin, 2008; Leigh & Hoare, 2012; Macey et al., 2009); for the section on fairness of job profiling some of the following sources were consulted (Schmickl, 2014; Hilgard, 1980; Kolbe, 1990; Sinetar, 2000; Zohar & Marshall, 2000).

Chapter three presents the research methodology and data design methodology used to capture the essential information for this research. The three constructs covered in the literature study form the basis for structuring the data capturing instrument which can be found in Appendix A. The chapter also covered the sampling design, the ethics of the research, and the research

assumptions. The data capturing instrument was based on a four point scale defined by Likert (1932).

Chapter four covered the data analysis and interpretation of the captured results. The conclusions which follow draw on the results presented in chapter four.

## **5.2. Conclusions and recommendations**

The investigative questions have all been answered in mitigation of providing recommendations for management in solving problems associated with the problem statement. The findings from each investigative question will be are presented below.

### **5.2.1. Investigative question 1 (the construct leadership)**

The investigative question which required answering was: *What is the role and support of top management in its leadership to ensure the effective implementation of the integrated talent management 'framework' in ensuring supportive buy-in within the organisation?*

On the construct 'leadership' it was found that: leadership appears to be positively executing its role regarding the support of the talent management practice within the organisation. However, three areas of managing this process, the analysed data suggest that management could be more visibly address the issues of alignment of the value system to the organisation strategy on talent management practice; also demonstrate to employees that it optimally engages the organisation's talent; and by bi-annual raising a greater awareness of reviewing the effectiveness of the application of the talent management framework this could alter the disagree perceptions.

### **Recommendation 1**

In managing the talent management programme, it is recommended that management develop an improve strategy that promotes greater visibility when addressing the issues of alignment of the value system to the current organisation strategy.

### **Recommendation 2**

Management should demonstrate to employees that it optimally engages workforce talent. This may require a particular communication strategy about talent management practices.

### **Recommendation 3**

Management need to communicate widely their support of the current integrated talent framework.

To move from 'good to great' (Collins, 2001); and to have a strategy that put an organisation at the forefront in talent management, management can apply the relevant sections of normative theory from the works of Covey, (2008); Kouzes and Posner,(2006); Maxwell, (2007); Ulrich et al. (2008). For example, Ulrich et al. (2008) suggest that organisations applying modern leadership practice should have a code of leadership. The researchers provided five codes as an organisational strategy; shape the future; operationalises the strategy; build on the strength of talent; leadership succession development (short, medium, long-term); and investment and continuous self-development.

### **5.2.2. Investigative question 2 (the construct talent pipeline)**

The investigative question which required answering was: *'framework' in building the organisations 'talent-pipeline' to ensure essential critical skills which are required for sustainable competitive advantage of the organisation in the short, medium and long-term?*

Regarding the construct 'talent pipeline' it was found that: the integrated talent management framework is designed to alleviate skills shortages within the organisation; the organisation is competent at attracting talent for all levels within the organisation; the organisation is competent at acquiring short, medium and long term talent to sustain its competitive advantage in the market; and that the integrated talent framework is a source of value creation. However, issues that require more attention are: the need to have more effective discussions around 'talent management conversations' with subordinates; addressing the issue of training managers on how to conduct effective talent management conversations with their subordinates; and the need to evaluate the effectiveness of the current strategy to retain the best talent within the organisation.

#### **Recommendation 4**

A key aspect emerging from the above issues is the ineffective discussions around talent management conversations with subordinates as indicated by the analysed feedback responses from the sample respondents. To address this aspect management should develop a clear training strategy together with a set of criteria that can address the lack of effective conversations. A regular follow up measurement around this particular issue is required to ensure that the issue is addressed and the training is value adding.

### **Recommendation 5**

To provide line managers with support in the form of training on the skills and knowledge required in identifying and managing talent and how to nurture and stretch these talented employees within their function. Providing line managers with training, skills, knowledge and encourage them to engage and conduct regular conversation with employees, especially around their career aspirations and developmental needs so as to ensure the correct allocation of work assignments, this will increase their retention of the company high potential.

### **Recommendation 6**

Develop retention strategy to increase retention of company high potentials and best talent. That enable the organisation not to lose too many of the best performers.

Relevant sources regarding the normative and empirical theory which were consulted on the 'talent pipeline' were the following: Schmickl, (2014); Hilgard, (1980); Kolbe, (1990); Sinetar, (2000); Zohar and Marshall, (2000). A number of the following aspects were highlighted by the literature survey conducted in this particular area namely:

- The notion that talent management is a myth until one has a talent profile; talent is a conscious process where feedback needs to be given to employees after assessment. Unless proper talent assessments are undertaken on employees, it is questionable if a meaningful value adding talent pipeline can be built because talent pipeline has to reflect competent performers which the organisation wishes to retain in the medium to long term.

- Having examined the literature on various talent management frameworks and comparing these to Company X, it appears that Company X has a good integrated talent management framework which is implementable within the organisation. (PricewaterhouseCoopers, 2013; Ernst & Young, 2012)

### **5.2.3. Investigative question 3 (the fairness of job profiling)**

The investigative question which required answering was: *'framework' perceived to be fair, effective and ensuring that competent performer are actually positioned into the right job?*

With regard to the 'fairness of job profiling' construct it was found that: the sample respondents believe that the talent management framework approach is designed to give attention the short, medium, and long term employee development needs at all levels within the organisation. However, disparities and perceptions exist around the following issues: disparities in views are being held about how well managers are trained to apply criteria of fairness of the talent management framework in evaluating talent; the competency of managers in carrying out fairness evaluations with their subordinates is questioned; furthermore there appears to be a belief that HR in the organisation does not regularly evaluate managers' competencies in carrying out fair evaluations; and apparently managers in the organisation do not appear to clearly understand the relationship between job profiling and talent matching; and HR management seems not to be efficient in scientifically applying the principles of job profiling; and lastly, for the talent management framework to truly retain its dynamic value add, management job profiles populated within the talent management framework should be reviewed at regular intervals.

### **Recommendation 7**

All managers need to be trained to apply objective criteria of fairness of the talent management framework when evaluating talent. This should enhance their competency in carrying out fairness evaluations with their subordinates. When this is achieved it should also enhance the credibility of the application of the integrated talent management practices within the organisation. It is hypothesized that once this is achieved it should improve best talent attraction as well as talent retention. Furthermore, once this is achieved, it should reduce the current negative perceptions around the application of the integrated talent management framework.

### **Recommendation 8**

HR need to be perceived by employees to be far more effective and visible in driving the integrated talent management framework as 58% of the respondents view them as being insufficiently effective. The top leadership needs to formulate a strategy and policy that will ensure more active visible engagement by HR.

Relevant sources regarding the normative and empirical theory which were consulted on the 'fairness of job profiling' were the following: Philip and Edwards, (2009); Bersin, (2008); Leigh and Hoare, (2012); Macey et al. (2009).

If there is in-sufficient investment in modern psychometric assessment tools which provide cognitive, conative and emotional intelligence measures on individual employees, the population of a talent pipeline is likely to be incomplete and organisations are limiting themselves to criteria such as experience, qualifications and other subjective criteria e.g. length of service and age, the

full competency criteria will be lacking (Schmickl, 2014; Hilgard, 1980; Kolbe, 1990; Sinetar, 2000; Zohar & Marshall, 2000). Thus the way a talent management framework is being populated must contain objective, reliable, and predictive criteria regarding performance.

### **5.3. Conclusions from bibliographic data**

It was concluded from the biographic data analysis that the distribution of the study sample of respondents reflected that the organisation has a valuable experience curve and needs to guard that it does not lose the experience. It appears that Company X ensures that employees are gaining sufficient experience before being promoted into a higher position. However, it appears that the talent management framework is focussed on building experience as an essential component for competitive advantage. In terms of gender the sample distribution is almost equal suggesting that Company X is succeeding in its affirmative action gender distribution program within the workforce.

#### **Recommendation 9**

It is recommended that the organisation continue driving applying all the positive aspects found above, as this is likely to strengthen the organisation's brand image. By retaining and building on experience the organisation is likely to gain a sustainable competitive advantage in the market place.

#### **Recommendation 10**

Develop guidelines to evaluate managers' competences at carrying out fairness evaluations during employee performance.

## **Recommendation 11**

Develop and roll out training to all line managers which can help them understand the relationship between job profiling and talent matching.

### **5.4. Limitations of the study**

The limitations to the study were the following:

- Since the research was executed within a single organisation drawing on a limited sample, the interpreted results cannot be generalised across the larger part of the organisation.
- These findings cannot be generalised to other similar organisations as no comparative study was executed between Company X and other competitors in the same field.
- In executing the literature study it was found that very little research has been published in the area of the research topic. Therefore the discussion in the literature study was centred primarily on the integrated of talent management frameworks.

### **5.5. Contribution to the research literature**

It is believed that this research, though limited in sample size and having focused on one organisation, will make a contribution to the existing normative theory on talent management and provide empirical data for other researchers.

### **5.6. Suggestions for future research**

It is suggested that future research on the integrated talent management framework could focus on the following:



- To use a larger survey within a single organisation or undertaking a comparative study involving larger samples.
- By extending the study to other organisations within the same industry for deriving comparisons and benchmarks within the industry (cross-industry comparisons).
- In executing the literature survey it was found that there is lack of enough publications regarding the implementation of the integrated talent management framework within South African organisations as well as internationally. Organisations are therefore encouraged worldwide to undertake more research on this topic and publish the findings.

# ANNEXURE

## Appendix A: Survey Questionnaire

### TALENT MANAGEMENT FRAMEWORK SURVEY QUESTIONNAIRE @ COMPANY X

Please note that these questions are for the MBA research purposes only. No respondents will be identified using any of the responses below

#### STRICTLY CONFIDENTIAL & ANONYMOUS

PLEASE ANSWER THE FOLLOWING QUESTIONS BY CROSSING ( ) THE RELEVANT BLOCK OR WRITING DOWN YOUR ANSWER IN THE SPACE PROVIDED.

#### Part A: Biographic data

##### Table 4.1 - Biographic data

This section of the questionnaire refers to background or biographical information. Although we are aware of the sensitivity of the questions in this section, the information will allow us to compare groups

	0 - 1 yrs	2 - 5 yrs	6 - 10 yrs	11 - 15 yrs	16+ yrs
Indicate your length of service since joining the organisation	2	16	35	14	14
Indicate your length of service (experience) in your current position	8	41	24	5	3
Age	18 - 25	26 - 30	31 - 40	41 - 50	50+
	3	8	33	33	4
Rate your current position	Senior Manager	Middle Manager	Junior Manager		
	21	29	31		
Gender				Male	Female
				42	39

Please indicate the extent to which you agree / disagree with the following statements by placing a cross (X) in the appropriate box

#### Part B: Analysis of the survey questionnaire data

##### Table 4.2 - The leadership role and support of top management in ensuring effective talent management framework implementation

This section of the questionnaire explores leadership role and support of top management in ensuring effective talent management framework implementation

No.	Statement	Strongly Agree	Some what Agree	Some what Disagree	Strongly Disagree
1	Leadership in this organisation visibly participates in the talent management practices	24	34	18	5
2	Leadership in this organisation shapes the organisation culture to fit talent management leadership philosophy	19	38	19	5
3	The organisation value system is aligned to the organisation strategy on talent management practice	26	28	26	1
4	It is top management responsibility to ensure that all talent management is optimised	29	38	6	8
5	Management in this organisation actively support talent management development	21	38	16	6
6	Management in this organisation optimally engage the talent of their employees	12	34	28	7
7	The organisation business strategy is clearly understood by managers regarding the philosophy around its talent management	17	34	23	7
8	Senior management bi-annually evaluate/reviews the effectiveness of the application of the talent management framework	11	36	29	5

##### Table 4.3 - Usefulness of the talent management framework in building the organisation's 'talent-pipeline'

No.	Statement	Strongly Agree	Some what Agree	Some what Disagree	Strongly Disagree
9	It is clear to all employees that the integrated talent management framework is designed to alleviate skills shortages within the organisation by building a talent pipeline	12	37	24	8
10	The organisation is competent at attracting talent for all levels within the organisation	19	38	19	5
11	The organisation is competent at acquiring short, medium and long term talent to sustain its competitive advantage in the market	14	35	23	9
12	The discussion around employee talent management conversation is effectively implemented by all managers within this	5	27	37	12
13	Managers are well trained to conduct effective talent management conversation with their subordinates	5	29	33	14
14	Managers within this organisation are effective in retaining their best talent	3	27	34	17
15	Integrated talent framework in the organisation is a source of value creation	14	44	21	2

##### Table 4.4 - Fairness of criteria used to for identifying competent performers linked to job profiling.

No.	Statement	Strongly Agree	Some what Agree	Some what Disagree	Strongly Disagree
16	Managers in this organisation have been well trained to apply the talent framework comprising fairness criteria in evaluating talent	6	30	34	11
17	Managers in this organisation are competent in carrying out fairness evaluations with their subordinates	4	34	32	11
18	HR within this organisation regularly evaluates managers' competences at carrying out fairness evaluations regarding levels of employee performance	5	24	32	20
19	The talent management framework approach is designed to give attention the short, medium, and long term employee development needs at all levels within the organisation	21	43	14	3
20	Managers within this organisation clearly understand the relationship between job profiling and talent matching	1	37	27	16
21	HR management is efficient in their scientific application to the principles of job profiling	9	38	24	10
22	For the talent management framework to retain its dynamic value add, managements job profiles at all levels are re-evaluated / review every two years	13	30	25	13

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## DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements of the degree of Master of Business Administration for North-West University. It has not been submitted before for any degree or examination on any other university.



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Date: 10 April 2015

**Mpho Patrick Munyai**