ABSTRACT
The current dynamic scenario has made organization transform rapidly to keep pace with the organizational dynamics and talent management today is just more than attracting and retaining talent. The scope of talent management has increased to developing human resource and enhancing employee potential. With the current scenario of the ageing population and young talent, organizations have given substance to talent management elevating a rich organization culture where a serious concern for today’s HR Professional is towards retention and acquisition of the right talent, in order to survive this “War for talent”. It is the organization culture that ensures the right talent management practices in the organization emphasizing on retaining the talent and effective knowledge management. This paper provides an insight to HR Persons & Academicians on how to acquire, retain and nurture talent in a highly competitive globalised economy. The paper also aims to provide an understanding regarding the role played by organization culture in building effective TM through case studies and examples from Indian economy, highlighting the issues and challenges. This paper therefore highlights the various issues with respect to talent management, its challenges, implementation, myths etc.

Keywords: Organizational Culture; Talent Management; Leader; Employee Development

INTRODUCTION
Talent management is not an end in itself. It is not about enhancing employees potential or creating succession plans, nor is it about achieving specific turnover rates or any other strategic outcome. It exists to support the organization’s overall aim, which in business essentially amount to making money and developing work place. Making money requires an understanding of the costs as well as the benefits associated with talent management choices. Development practices, such as rotational job assignments, job enrichment, job were so deeply embedded that their costs were rarely questioned (though internal accounting systems were so poor that it would have been difficult to assess the costs in any case). That’s no longer true. Today’s rapid-fire changes in customers’ demands and competitors’ offerings, executive turnover that can easily run to 10%, and increased pressure to show a financial return for every set of business practices make the develop-from-within approach too slow and risky. Talent management involves individual and organisational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organisation culture. (Dereck Stockley – 2011) Talent has become the key differentiator for human capital management and for leveraging competitive advantage (Batnagar – 2007). Therefore its imperative to have the workforce that drives excellence and effective management strategies which can only be attained through efficient talent management. There is no dearth of professionals but there is an acute shortage of talented professionals globally. Therefore talent management can be presented as integrated business strategy that enables the development of the
individuals to fulfill their potential. But what does talent management actually mean and what's being done in organizations to manage talent (Carole Tansley). The role of building a strong and effective organizational culture to proactively deal with change with a focus on talent development and retention should be the responsibility of all managers in some respect. (Michael Mc. Grath). Now, the question arise how can organization enrich workplace as its is not easy and does not happen overnight. But with some planning, a lot of persistence and execution required for developing and nourishing human capital (Business world –2007) talent management is increasingly seen as a critical success factor as organisations strive for competitive advantage. Hence its imperative for the organizations to identify the key gaps between the talent in place and talent required to be absorbed from the market. Building and enhancing employee potential will not only benefit employees, it will also support the organization in meeting its goals and objectives.

OBJECTIVES
1. To analyze the prerequisites for effective talent management.
2. To understand the contemporary issues in the field of Talent Management and suggesting strategies to cope with them.
3. To study benefits or results of talent management practices to an individual or an organization

Prerequisites for effective Talent management
Talent management comprises of a set of varied HR functions which are perquisite to build a strong Talent Management scenario in the organization. Although industry analysts and consultants vary in their definitions of the set of applications required to support these processes however based on the available literature and corporate examples the paper defines the perquisites for successful Talent Management. Talent management systems generally include processes for recruitment, performance management, competency management, succession management, career development, learning, and compensation. Talent management works together with systems and an organizational commitment to attract, acquire, manage, and measure the talent needed to achieve a company’s business objectives. However the prerequisites for effective Talent Management are-

- Analysis with respect to proper alignment of business objectives with functioning of the departments.
- Ensuring the availability of the talent needed to achieve these goals
- Escalating the goals down the various levels of the organization.
- Equipping the right applications and processes to achieve the desired goals.
- Identifying the opportunity costs if we don’t execute our talent management strategy?
- Assessing the position of organization on the Talent Management Maturity Model and also analyzing the potential to move to the next level.

REVIEW OF LITERATURE ON TALENT MANAGEMENT
Tansley et al (2006) claim that ‘talent management requires HR professionals and their clients to understand how they define talent, who they regard as ‘the talented’ and what their typical background might be. It also requires thinking about whether such recruits should be seen as particularly gifted.’ If talents are considered to be ‘gifted’, then how many people are we talking about in an organisation? Chowdhury (2002) describes talented individuals as the spirits of an enterprise, being temperamental, creative, rule breakers and change initiators. IOMA’s HR critical issues survey for 2006 identified talent management as the top issue for 75% of respondents (Sandler, 2006). For organization to have the right talent development and efficient management, they require an effective preplanning and strategic applications to create an enriching workplace. Ensuring the right talent at the right place is the greatest challenge for big enterprises as well. There will be pockets that for a variety of reasons are
low scoring (Reinventing talent management – William A Schiemann (2009) But with some planning, a lot of persistence and right kind of talent management not only develops an healthy competitive organization culture but also leads to individual and organisation’s development. A 2007 study from the Hackett Group found companies that excel at managing talent post earnings that are 15 percent higher than peers. For an average Fortune 500 company, such an improvement in performance means hundreds of millions of dollars. In today’s world there is no dearth of opportunities for talented person as there are many organizations looking for such persons, henceforth retainment, performance management, learning, development and succession planning have gained momentum in organizations. There is the cultural perspective that believes talent management is a mindset (Creelman, 2004), and that you must believe that talent is needed for success (Michaels, Handfield-Jones, & Axelrod, 2001). It may not be possible to simply go out and recruit new people to meet operational needs. Many leading companies have decided to develop their own people, rather than trying to hire fully skilled workers. Organisations are becoming more and more aware of the fact that they are about to suffer a significant knowledge loss due to the looming retirement of the baby boomers (Foster, 2005), as between 40 and 70% of all senior executives will become eligible for retirement in the next five years at most major corporations (Gandossy & Kao, 2004).

According to results from a new survey by the New Talent Management Network, 45% of companies will boost spending this year on talent management. It is very critical for the employers to understand the reasons behind people quitting the jobs hence the concept of Exit interviews in organizations have gained importance. There is a close linkage between talent management and an organization business strategy and challenges (A conceptual approach to strategic talent management – Tapomoy Deb 2005)

In the days leading to the new leader’s first day on the job, the hiring manager and the hr manager should create a comprehensive draft onboarding plan for the new leader and include information about the business, the culture, the team and available resources (Strategy driven talent management – A leadership imperative Rob Silzer, Ben EDowell, 2010). Maximising team engagement, motivation, and retention through due intelligence in talent acquisition is vital today’s highly competitive environment. Huczynski & Buchanan, (2001) defined effective organizational culture as the “collection of relatively uniform and enduring values, beliefs, customs, traditions and practices that share by an organization’s members. Similarly, a 2006 research study from Mc Bassi & Co.5 revealed that high scorers in five categories of human capital management (leadership practices, employee engagement, knowledge accountability, workforce organization, and learning capacity) posted higher stock market returns and better safety records—two common business goals that are top of mind for today’s senior leadership. Only a talent resourcing process that is well defined and well executed from start to finish yields consistent, compliant results and is competitive advantage in war of talent (Ronn, 2007). As such employees are ‘volunteers’ for organisations, who view themselves not as assets, but as investors in their organisations (Gratton & Ghoshal, 2003) A study from IBM found public companies that are more effective at talent management had higher percentages of financial outperformers than groups of similar sized companies with less effective talent management.

There is a high probability of success for the acquired company if talent managers actively work to build a culture where employee contributions are measured, reported, reviewed and rewarded. (The Economist – 2011). Retention is becoming one of the most pressing concerns of employers worldwide. This book provides an overview of talent retention and defines retention and turnover in very specific measures. (Managing talent retention – Jack J Phillips, Lisa Edwards). Understanding and effectively managing the psychological contract will help organisations thrive, but there needs to be clear agreement on the contributions that the workers will make to the organisation and vice versa (Rousseau, 2004) There is a danger that if the talent management system becomes overly focused on the definition of talent and the process of segmentation, that the organisation loses its feel for the distinct leadership requirements in different areas. Each market within the organisation needs to be attended to in a way that is congruent with wanting to serve their market needs, so it is questionable as to the extent that workers become interchangeable pieces like a factory would exchange machine parts. While some organisations may have been successful at this approach (particularly franchising
organisations), this approach is less likely to succeed in fast changing environments and industries where employees are considering themselves to be volunteers or investors in their organisations. Individuals are likely to feel dehumanized if they feel they are being moved around like replaceable parts, as it devalues their individual worth and only recognizes their ability to perform a task or role.


**METHODOLOGY**

**Importance of Talent Management**

Ravasi and Schultz (2006) state that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Organizational culture has been characterized as the “glue that holds organization together” (Goffee & Jones, 1996). Organizational culture can create positive or negative outcomes for individuals within the organization (Deal & Kennedy, 1992). Based on the definition of culture, the organization includes certain elements such as modes of communication, general management style, degree of formality in operating practices, all of which may affect attitudes and behaviours to knowledge management activities (Kim & Mauborgne, 1998).

Sharing of knowledge in the formal organizational structure is invaluable. Informal situations, however, are often the milieu where new insights and creative problem solving occurs. It is in the informal settings, where people know and respect each other, exchange their individual intellectual abilities and contributions, that creativity and innovation thrive. According to Ash & Cohendet (2004), the process of creating, accumulating, and distributing knowledge is achieved through the functioning of informal groups of people, or autonomous “communities” acting under conditions of voluntary exchange and respect of the social norms that are defined within each group. Preiss (1999) reported that it has by now become the accepted norm that competitive advantage in business has moved from advantage in access to capital and in the ensuing process ability, whether the process is marketing, manufacturing or anything else, to advantage in knowledge management and innovation. So, to what extent organizations taking decisions and deemed fair and the extent to which workers are involved in them, which represents a fundamental aspect of organizational culture. Now for years, most companies, and their leaders are focusing on attracting, managing and developing their talent and stay ahead of the challenge. As the practice of Talent Management continues to gain importance, alongside increases its complexity and other practical challenges, which are leaving most leaders and their companies grappling with a question,
“how to attract, manage and develop talent effectively for achieving their organisations objectives/goals and grow their companies”?

An amalgamated talent management system brings all talent data into one pool and the unified system helps in attaining varied functions.

**Assisting in recruitment**- Talent Management facilitates in effective assessment of recruitments by collating the database for the particulars of the employees. One can estimate the top performers to determine their key characteristics and fit them as per requirement of the organization. This arrangement makes it easier to perform regression testing to decide the backgrounds and behavioral characteristics of top performers.

**Enables organizations to fill positions internally**- Talent Management helps in effective assessment of the manpower to fill the internal vacancy. Various components like performance management and employee development are at their core about increasing retention—resulting in fewer jobs for recruiters to fill.

**Transparency**- The second big question facing all organisations is whether or not to tell people that they are considered to be talented. It would seem that if the organisation takes the inclusive view and holds that everyone is talent, then it is safe to tell everyone, but if only a small group are recognised as talent, is it really beneficial to tell them? Thus an effective talent management system leads to transparent organizations.

**Developing High Potentials**- Whether the focus is on individual competence or organisational competence, developing competence within the organisation is key to creating a talent management system. Berger (2004c) argues that an organisation should develop a list of its core competencies and assessment tools for measuring them these core competencies; assess everyone against them and forecast potential; and finally prepare action plans to ensure that the core competencies are covered. Redford (2005) believes the focus should be on the competencies rather than the future leaders per se, in an effort to find people who can do the jobs brilliantly, while Romans (2005) redesigned his entire organisation using the human capital pipeline systems thinking model. This was based entirely on a system of role competencies rather than individual competencies.

**Managing Diversity within a Talent Management System**- For some organisations it is not just a question of being able to manage talent per se, but of being able to manage different types of talent, for example talented women. In Fortune 500, female executives are leaving at twice the rate of men due to frustration with their work environment, i.e. they are out of sync with the corporate culture, and see little opportunity of advancement (Dickinson Shephard & Betof, 2004). In line with this, 77% of new businesses are being opened by women, and a 2002 Leaders Edge Research Study of 100 high-level women leavers revealed reasons for leaving were culture, communication (lack of) and career development.

**FINDING**

**Contemporary issues in Talent Management**

HC-centric organizations excel only when they have an outstanding talent management system. Effective talent management systems don’t just acquire and introduce highly qualified people to the organization—they ensure that the fit is right between employee and employer. They also monitor and manage an individual’s relationship with the organization effectively for as long as it is in the best interest of the organization to have the individual as an employee. Organizations know that they must have the best talent in order to succeed in the hypercompetitive and increasingly complex global economy. Along with the understanding of the need to hire, develop, and retain talented people, organizations are aware that they must manage talent as a critical resource to achieve the best possible results.
Selection of the Right People: Any HC-centric organization’s employee selection process needs to do two important things. First, it needs to identify the right talent. Second, it needs to create the right first impression in the mind of potential members of the organization. A great deal of the selection process needs to be customized to the organization doing the hiring and the position being filled. Hewlett-Packard and Microsoft are among the companies that have started using virtual job fairs and interviews. Job applicants can create an online avatar (a computer-generated image) to represent themselves. Applicants can navigate their avatars through the virtual space and use them to communicate with a company representative (also an avatar). HP, Microsoft, and other technology firms also use Web sites (for example, Facebook, YouTube) to attract technology oriented job candidates.

Development Opportunities: An important consideration in talent management is the issue of whether the organization is committed to internal development. Conducting various EDP and MDP Programmes is a result of effective talent management assessing the requirement of the employees in organization.

Career Self-Management and career contouring: In all HC-centric organizations, individuals need to take responsibility for their own development and career. In a high-involvement organization with a focus on talent development, this is less necessary than it is in a global-competitor organization, with its focus on buying talent and constantly adjusting its talent mix. But it is still an important consideration. Effective career self-management by individuals is ultimately in the interest of both the individual and of the organization. An effective employee is one who adds on to his career development along with organization success and works with competitive spirit in the globalised world. It is obvious why effective self-management is good for individuals; it may be less obvious why it is good for organizations. For organizations it is simply better to have individuals who make the right decisions about developing themselves and feel good about their careers than to have employees who are confused and making poor career decisions.

Work Diversification and flexibility: Key to the development of individuals is the ease of movement within the organization from one assignment to another. This can be self-managed only when the organization has a well-developed posting system for job openings and a willingness to support internal transfers. Many of the new human resource information systems (HRISs) that organizations are using do include job postings. However, it is not enough to just post the job; the posting needs to include a great deal of information about the characteristics of the job, including the skills and competencies needed and what the application process involves. The posting should also provide good information about the rewards, challenges, and demands of the position.

Talent Retainment: The cost involved in training and employing a personal is huge for organization and the cost incurred for losing talented individuals is a significant cost for every organization. For HC-centric organizations, turnover or loss of individuals can be tremendously expensive. This is particularly true of high-involvement organizations, which typically make an even greater investment in individuals than do global-competitor organizations. Thus for an effective talent management resulting in successful output talent retention is a must.

Challenges in Talent Management system

Despite of the tremendous efforts of the organizations towards raising the awareness and attention to talent management and implementing foundational programs, these efforts have not led to well-executed talent management programs that are aligned with business priorities. Organizations are still lagging when it comes to their ability to integrate talent management programs and evaluate the return on their talent investments. There are varied critical factors responsible for such scenario:

Non alignment of human Capital with business strategy: While senior leaders clearly recognize the importance of human capital, a number of companies struggle to connect their people practices with their business imperatives.
Lack of Accountability and Capability for Talent Development: While most organizations hold their executives and managers accountable for achieving business results, they are not being held accountable for talent development.

Inconsistent Execution and Integration of Talent Programs: The majority of companies report having fundamental processes for talent management in place, such as basic workforce planning, development programs for high potential employees, and succession planning.

Limited Use of Meaningful Talent Analytics: Data and analysis have long played a role in driving business decisions; yet when it comes to talent analytics, most organizations have a long way to go. Mired in tracking traditional workforce measures, such as headcount, turnover, and cost-based metrics, few have graduated to tracking the metrics that matter.

With respect to managing internal talent there are three major elements:

1. Professional Development
2. High Potential Development
3. Performance Management

RECOMMENDATIONS FOR THE FUTURE

Given the increasingly challenging global business environment, talent management will and must remain a top priority for executives in the years ahead. In making choices about the talent management approaches, organisations should consider the kind of leadership that the organisation is looking to foster for the future. The processes that are used to identify, develop and communicate with ‘talent’ is likely to have a significant impact on the kind of leadership that the organisation develops. In this sense, the approach that an organisation uses needs to be congenent with the type of leadership the organization needs in its future. Developing the talent can also be difficult. The issue also arises as to whether or not the identified talented individuals want to meet the expectations placed on them or not. People go through phases in their lives when different elements of their life take on different levels of importance, and talented people may prefer to have the option of stepping off the ladder every so often to focus their energy on family or other pursuits. The culture of the organisation will impact on the perspective taken on talent management, and talented individuals are likely to choose, in the longer-term, to work for organizations whose culture is more closely aligned to their personal values.

Thus leadership development is clearly a priority, but again, more sustained focus is needed on execution to ensure organizations are ready to tackle tomorrow’s business challenges. Ultimately, leading companies demonstrate both breadth and depth of their talent management practices with a clear alignment to overall business and talent strategies and an indefatigable commitment to program execution. Sustain executive commitment to talent management along with focus strategic development is the need of the hour.

CONCLUSION

To some extent, the need for talent management systems is an organisation-made issue. Organisations’ responses to business process re-engineering, TQM and the down-sizing that dominated the previous decade have now resulted in the realisation that actually they do need good people, and having wiped out layers of managers, they perhaps don’t have the pool of people ready for senior positions that they once had. Having taken job security and development opportunities away from individuals, and putting career management and employability firmly on the individual’s agenda, organisations are now trying to reverse this trend by enticing individuals back to the idea of loyalty to one organisation, and they want more say in their careers. Talent management systems may yet have the potential to provide a rigour in defining business critical skills for an organisation, behaviours required now and in the future, and enable focused development for different talent segments.
FUTURE STUDY

Talent management has to start from the interview process to check if the employee is a right fit to the organization till employee separation where the employee parts the organization. For most of the 20th century, the primary concerns of managers in the workplace were tangible resources, such as land, equipment, and money as well as intangibles such as brands, image, and customer loyalty (Dess & Picken, 1999). Organizational strategies and talent management strategies will continue to be driven by workforce trends such as an increasingly global and virtual workforce, different generations working together, longer life expectancies and an empowered and autonomous workforce that have forever changed the workplace (Tucker, Kao, & Verna, 2005). Effective talent management calls for strong participatory leadership, organizational buy-in, employee engagement and workplace scorecards with talent management metrics (De Long & Davenport, 2003). Companies that master talent management will be well-positioned for long-term growth in workforce performance for years to come.

REFERENCES