MANAGING TALENTS AT EUROPEAN CORPORATIONS

Opas Piansoongnern, Pacapol Anurit
Shinawatra University, Thailand

Eberhard Hohl
University of Applied Sciences, Germany

ABSTRACT

This study aims to investigate the importance, process, and present situation of managing talented employees in European corporations. Human resources managers of two German and one Swiss multinational corporation took part in an in-depth interview regarding the needs, recruitment, tools, and management approaches of talented employees. The study revealed that having talented employees helps the firms' drive and competitiveness but it is difficult to acquire such people. Thus, some innovative campaigns, for instance, global trainee and management cycle star programs have been created to motivate talented graduates to join the companies and to motivate existing talented employees to being more dedicated and engaged. In the recruitment of new employees, personality and interpersonal skills were more important than educational background because candidates were deemed to be proficient in specific sciences, so, what a candidate must have is a personality matching the company's culture especially the characteristic of working as a good team member. For current employees, the explicit career path was utilized as a motivating tool since wealth was not the only factor motivating people working with the companies but also life and work progression. Therefore, the explicit career path was divided into management and expert paths. Moreover, challenges in terms of responsibility for high impact projects were usually offered. These approaches were proved to be successful by the low rate of star turnover in each company.

Keywords: *managing talents, motivation, European corporation, EADS, Vetter, Oerlikon*

Field of Research: *Human Resources Management*

1. INTRODUCTION

The challenges facing profit and non-profit organizations are enormous. One of the most critical challenges for any organization is finding, recruiting, and retaining talented individuals (Kirkland, 2007). In the next decade, a diminishing pool of qualified candidates for key positions will make talent management even more essential to business success. According to a Manpower survey released in October of 2006, which gathered data from companies representing 33,000 employers from 23 countries, companies worldwide are having trouble filling positions. Forty percent of the employers surveyed reported problems in filling positions because of a lack of talent in their labor markets (Manpower Inc., 2006). As early as 1997 the McKinsey company

coined the term "war for talent" to describe the projected challenges facing employers in finding skilled candidates. Effective talent management becomes even more important with the forthcoming talent shortage as many experienced leaders approach retirement. Globally, fewer and fewer managers and professionals are ready to fill these leadership roles, and companies worldwide find themselves competing for a smaller pool of talent. Businesses must have the ability to identify the most talented individuals, provide them with the necessary training and experiences, and retain valuable employees long term (McCauley & Wakefield, 2006).

Economic benefits of talent management are demonstrated both at individual and corporate levels. At an individual level, "'A' players," or the best 10-15 percent performers of an organization, display improvements in their performance output, ranging from 19 to 120 percent, depending on complexity of a job (Hunter, Schmidt, & Judiesch, 1990). At the corporate level, companies doing the best job of managing their talent also deliver better results for shareholders. An often-cited study by Mark Huselid (Huselid, 1995) shows that a standard deviation increase in high-performance talent management practices is associated with enormous economic return. These selected companies, in the top 15 percent of all those in the study in terms of their use of high performance talent management practices, were associated with the following financial advantages: a 7 percent decrease in turnover; an increase of $3,800 in profits per employee; $27,000 in sales per employee; and an increase of $18,600 in market value per employee. However, managing talent can not be completed within quarter or a year because it involves integrated planning and is not merely the responsibility of the human resources department but other factors are included in managing talent. Even though talent management is difficult and time consuming, it is very rewarding (Heinen & O'Neill, 2004). Therefore, this study aims to investigate managing talents within European companies, two German and one Swiss, in order to present practical situations in three different industries that would be advantageous to all organizations and practitioners.

2. OBJECTIVES OF THE STUDY

2.1. To investigate the importance of managing talents and the present situation in European corporations.

2.2. To investigate the talent management process in European corporations.

3. LITERATURE REVIEW

3.1 Talent Management: Business Need

The term talent management is being used to describe sound and integrated human resources practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time. Organizations are run by people, and the talent of these people will determine the organizations' success, so, talent management is management's main priority (Michaels, Handfield-Jone, & Axelrod, 2002). Today's businesses face increased global competition, shifting markets, and unforeseen events. No wonder they are finding it more difficult than ever to attract, develop, and retain the skilled workers they need (McCauley & Wakefield, 2006). Hans Stråberg, chief executive of Elextrolux, said "In our highly competitive industry, having the right people in the right positions is the way to ensure that we seize our

opportunities and that people perform at their best", he continued. "We believe that actively managing and developing our talent - that is, our people and all their abilities and skills - is a prerequisite for success. We have made talent management a strategic priority and part of our daily work" (Pollitt, 2004, p. 23). Global talent management is also an organizational development solution that supports the HSBC vision to be the world's leading financial services company. To help accomplish this, HSBC implemented a global talent management process as one stream of a people strategy aimed at attracting, motivating, and retaining the very best. At HSBC global business strategy needed aligned people and talent management strategies. The first step was to identify the Senior Business Manager Talent pool, including both general managers and world-class specialists. The next steps were to expand the talent pool beyond a senior business manager level, implement development programs for future leaders according to levels of experience and seniority in an organization, and ensure the company had a customized solution to retain our talent through the employee value proposition (Gakovic & Yardley, 2007).

Despite the great sums of money companies dedicate to talent management systems, many still struggle to fill key positions-limiting their potential for growth in the process. Virtually all human resource executives in a 2005 survey of 40 companies around the world said that their pipeline of high-potential employees was insufficient to fill strategic management roles. The survey revealed two primary reasons for this. First, the formal procedures for identifying and developing next-generation leaders have fallen out of sync with what companies need to grow or expand into new markets. To save money, for example, some firms have eliminated positions that would expose high-potential employees to a broad range of problems, thus sacrificing future development opportunities that would far outweigh any initial savings from the job cuts. Second, HR executives often have trouble keeping top leaders' attention on talent issues, despite those leaders' vigorous assertions that obtaining and keeping the best people is a major priority (Ready & Conger, 2007). In the last decade, corporate America has been having trouble filling key positions at all levels. The rapid pace of economic development is squeezing the labor market. Securing and holding on to talent is more important than ever for several reasons, including: (1) the knowledge economy, (2) hypercompetition, and (3) employee mobility. A survey shows that executives do not know some of the most basic and most important facts about their companies' talent. Companies regularly mismanage talent development tasks. An employee value proposition can help management attract and retain the talent they need (Cliffe, 1998).

3.2 Managing Talent

Increasingly, companies view the ability to manage talent effectively as a strategic priority. Yet research finds that senior executives largely blame themselves and their business line managers for failing to give the issue enough time and attention. They also believe that insular "silo" thinking and a lack of collaboration across the organization remain considerable handicaps. Moreover, executives who think that their companies' succession planning efforts are deficient don't, on balance, see talent-management processes and systems as a chief problem. Results of research suggest that obstacles preventing talent-management programs from delivering business value are all too human. Nearly half of the executives interviewed expressed concern that the senior leadership of their organizations doesn't align talent management strategies with business strategies (Guthridge, Komm, & Lawson, 2006).

However, McCauley and Wakefield (2006) pointed out that talent-management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning, and evaluation. To drive performance, deal with an increasingly rapid pace of change, and create sustainable success, a company must integrate and align these processes with its business strategies. By assessing available talent and placing the right people in their best roles, organizations can survive and thrive in today's increasingly competitive markets. Effective talent management becomes even more important with the forthcoming talent shortage as many experienced leaders approach retirement. Internationally, fewer and fewer managers and professionals are ready to fill these leadership roles, and companies worldwide find themselves competing for a smaller pool of talent. Businesses must have the ability to identify the most talented individuals, provide them with the necessary training and experiences, and retain valuable employees long term (William, 2000; Michaels *et al.*, 2002). With human resource (HR) focusing on hiring, training, and succession planning, talent management is traditionally an HR responsibility but this is a misunderstanding about talent management. Michaels *et al.* (2001) studied 27 companies during 5 years. The study demonstrated that the majority of these companies still believed people are the human resources department's responsibility and managers make do with the talent pool they inherit. Sandler (2003) shared this belief that human resource is still the main manager of the organization's talent. In contrast, Michaels *et al.* (2001) argued that the human resource department cannot do the job by itself. To be successful, talent management require full participation of the organization's leaders. "HR can't do the job alone. In short, more effective talent management is not about better HR processes; it's about a different mindset" (Michaels *et al.*, 2001, p.11).

Today's top companies, however, know that a single department's potential effectiveness is limited; the key to a successful program lies with the cooperation of all departments, with all managers across the breadth of their operations. Every manager, no matter what level, plays a role in strengthening an organization's overall talent. For example, line managers who are accountable for getting work done are also accountable for developing the people they manage and are fundamental to making overall talent management work.

3.3 Recruiting Talent

Identifying and attracting qualified candidates helps companies to select people who not only possess the skills that are needed but also demonstrate the attitude, personality traits, and behavior that ensure organizational fit and promote commitment (Lake, 2000). After determining needs of an organization, high-performance companies develop a profile of the ideal candidate, aiming to hire only the top 10 to 15 percent of the available talent (Hale, 1998). When a selection process begins, success factors identified for a job can provide a basis for an interviewing strategy that will assess the candidate's organizational fit (Garger, 1999). One of the strategies that can be used to determine a level of success is to incorporate behavioral-based questions that are designed to elicit examples from candidates about their work history and how they behaved in previous job situations. Another significant strategy of ensuring the best fit is through competency-based management which can be described as the organization understanding its needs and who best fits with the organizations and then aiming to deliver the right outcomes by determining the valued behaviors. As a selection tool, this strategy helps

with recruitment of employees who possess the requisite skills and behavior and to identify the long-term high potential employees (Hale, 1998).

3.4 Motivating Talent

Motivation can be regarded as the necessary drive or energy towards achievement of some goals (Analoui, 1999). Motivation can also be compared to an engine and steering wheel of a car because at the center of a concept of motivation are the energy, the direction, the drive or the factors influencing a person's behavior (Gage & Berliner, 1992; Wiley, 1995; Amstrong, 2001; Eccles & Wigfield, 2002). Initiatives to improve job performance by increasing employee motivation may fail if there is a weak link between performance and employee efforts. Two types of motivation are commonly identified: intrinsic and extrinsic motivation. Intrinsic motivation is an internal driver, and extrinsic motivation is an environmental incentive, reward and challenges. Intrinsic motivation means a person in engaged in some activity for its won sake because it is satisfying and no reward is expected (Kinman & Kinman, 2001). When someone has high intrinsic motivation, this person's feelings are closely related to how well he or she performs. (Hackman & Oldham, 1980). To motivate talent the intrinsic motivation such as career planning and development is one of effective factors (Melymuka, 2007).

From a HR perspective, career planning and development focused on ensuring an alignment of individual career planning and organization career management processes to achieve an optimal match of individual and organizational needs (Summers, 1999). One of the issues facing organizations is an ability to foster a workforce that creates organizational capabilities. Many human resource development academicians and practitioners (Abbasi & Hollman, 2000; Bolch, 2000; Covey, 2000; Gooley, 2001) have suggested and used training and development as a means of accomplishing this critical task. A study conducted by Hale (1998) listed training and development as one of the top five most effective retention strategies. Employees are more committed to employers who are more committed to employees' long-term career development Dessler (1999, 2000). A rationale behind this thinking is employees come to organizations with certain needs, desires, skills, and so forth and expect to find a work environment where they can utilize their abilities and satisfy many of their basic needs,. Therefore, failing to provide for these basic needs, the commitment level tends to diminish and it increases the likelihood of the employees choosing to leave an organization.

Additionally, coaching is also one aspect of career development that can motivate talent effectively. Since the organization's success aligns in the talent knowledge of its people and for organizations to survive, they must develop current and future leaders (Blotch, 1995). Coaching has enormous benefits for both individuals and organizations. The potential implication for an organization that successfully employs an effective coaching strategy includes increased employee retention and satisfaction, enhanced motivation, morale, commitment and respect, improved organizational performance, communication and team effectiveness, and leveraged learning and creativity at lower costs. For individuals, coaching can, retain, renew, and retain valued employees (Whitworth, Kimsey-House, & Sandahl,1998; Bowerman & Collins, 1999; Hargrove, 2000; Morris, 2000; Redshaw, 2000; Crane, 2001). "As a result of coaching, high performer are less likely to leave an organization and leaders become more engaged and motivated" (Appleton, 2002, p.5).

4. METHODOLOGY

Qualitative research methodology was employed in order to achieve the objectives of the study. The author felt that it is necessary to adopt an interpretivist methodology to discover what Remenyi (1998) called 'the details of the situation to understand the reality or perhaps a reality working behind them'–the social constructionism. In accordance with his argument, it is necessary to explore the subjective meanings motivating companies' actions in their actual working environment.

4.1 Sample

Three human resources managers representing three major different industries participated in the study. The sectors represented by the managers were health services, aerospace, and precision business. The sample ages ranged from 42 to 52 years. All the managers who participated played important strategic human resources and personnel development and management roles in their organizations. This was validated from a pilot study. All managers offered to co-operate fully with the study.

4.2 Data Collection

A semi-structured interview was the main research instrument used in data collection. Other instruments e.g. minutes of meetings, informal dialogues with participants' colleagues and company annual reports were used to triangulate data for its factual accuracy. All interviews were conducted in a private place of their choice e.g. at the participant's workplace or at a restaurant. A pilot study was carried out with a participant to attest the appropriateness of the questions in the interview. Working in accordance with an interpretivist and constructivist epistemological paradigm (Denzin and Lincoln 2000), the interview questions were framed to detect the participant's experience and outcome by story telling (Sacks, 1974)–describing some strategic issues they encountered and how they were dealt with in their organizations. The main aim was to probe participants' experience in terms of the constructs, premises, presumptions, presuppositions and practices that drive what and how strategic decisions were made and implemented in their organizations. The questions covered participants' perceptions on strategic talent management contents, process and context (Petigrew, 1992) and their evaluation in terms of talent management program impact on organizational activities and performance. The questions did not make any reference to any model or approaches to strategic talent management to ensure that the author did not unduly influence the participants' description of their experiences and outcomes. However, before the interview began participants were informed of the tenets of strategic talent management to ensure that the experiences they described were related to issues of a talent management nature and not confined to day-to-day operational matters. All interviews were audio taped with the prior consent of the participants. Each interview lasted approximately 2 hours.

4.3 Data Analysis

All interviews were analyzed individually and immediately after each interview. The aim of the analysis was to identify and cluster emergent and consistent themes or categories. The process was both inductive and deductive. The inductive process looked for consistent themes

to emerge from the data (Glaser and Strauss, 1967 and Yin, 1994). A deductive approach was taken to supplement the inductive approach to ensure that the author did not over-interpret or misinterpret the data. The author's own foreshadowed theoretical constructs were used to sensitize the data. This overall iterative approach has been used successfully within an interpretive methodological paradigm to identify cluster emergent themes or categories whilst maintaining the richness of the data (Miles and Huberman, 1994).

A sample of interpretations was crosschecked by experienced academic researchers to enhance the dependability of the findings and enable a degree of confidence to be maintained about the credibility of the themes generated. This was important because many of the issues touched on were highly personal and emotive and they were related to authors in the ways that did not rely on academic discourse. It also helped to balance the author's theories-in-use and espoused theories (Argyris and Schon, 1996), a common problem experience by researcher. The overall iterative process has allowed the author to refine the themes and categories when needed. Throughout the analytical process, the practical guidelines of 'conversation' analysis were adopted (Silverman 2001) to clarify and detect unanticipated themes i.e. deviant-case. Attention was paid to the sequences of related talk, how participants take on certain roles identified through their talk and particular outcomes in the talk such as laughter, request for clarification, unusual tones etc.

5. RESULTS

5.1 Talent Management at European Aeronuetic Defence and Space Company (EADS)

5.1.1 Corporate Background

EADS is a global leader in aerospace, defence and related services. The Group includes the aircraft manufacturer Airbus, the world's largest helicopter supplier Eurocopter and EADS Astrium, the European leader in space programs from Ariane to Galileo. EADS is the major partner in the Eurofighter consortium, develops the A400M military transport aircraft, and holds a stake in the joint venture MBDA, the international leader in missile systems. The Group employs about 116,000 people at more than 70 production sites, above all in France, Germany, the UK and Spain as well as in the U.S. and Australia.

5.1.2 The Need of Talented People in Aeronautic Defence and Space Industries

EADS is facing a lack of talented employees with the boom of telecommunication, automotive, and financial industries. EADS is not only a manufacturer of aerospace technology but is also a manufacturer of defence or military materials. People who graduate from reputable institutes and required disciplines such as electronical engineering do not want to work in the military mission and industry. Offering a higher salary is not the only important factor motivating talented employees working with EADS but other kinds of motivation such as career path, career development, and open communication are important factors as well. This is proved by the turnover rate of the company at merely 1% of total employees worldwide. The main reason for leaving a job is family condition, for instance, employees have to move to other countries with their husband or wife.

"Not many high potential graduates want to work for the military projects and products. So, it is difficult to find potential graduates to work with the company but to retain them is more difficult. Our company tries every way to keep talented and high potential employees with us because we know that having this people the company can grow stably and sustainably in global market".

5.1.3 Recruitment of Suitable People

At EADS interview is the only method used in the recruitment of new employees. Potential applicants are invited to interview by a HR manager, and then a head of department or a team leader. EADS does not use any assessments because there is not any evidence to guarantee the test helps an applicant to be successful in his or her career. However, EADS always looks at the experience of applicants rather than their degree since experience is the most important factor leading to success in hi-tech business. Furthermore, the nature of EADS needs both talented and experienced people to work innovatively.

"We do not need any assessment to prove who fit with our company because we have never seen our poor projects and employees. Our company has high work performance and we develop innovative products constantly. We believe that interview people we can see their personality both mental and physical, moreover, we also concentrate on experiences because we need experienced employees in some hi-tech projects".

5.1.4 Talent Management: EADS Method

At EADS "open communication" is widely encouraged. Employees have the right to communicate what they need in order to increase productivity. Thus, talented employees can demonstrate their ability, skill, and knowledge as much as they can, and then their superior will be asked to evaluate performance of subordinates. The talent management process of EADS begins from following stages:

(1) Superiors in every department will be asked to evaluate performance and productivity of their subordinate every six month;

(2) Superiors have totally right to judge in sending potential subordinates to the training programs organized by both the group HR department and external training programs, however, employees can also apply for any training programs but HR department will select potential people with recommendation of head of department or team manager as the first priority;

(3) In case of people who are very talented ones. They will be sent to the assessment center with the external examiner which is a 3-day program. Every year only 36 talented employees (from one EADS site which has approximately 6,000 employees in total) can be take part in talented program. Talented employees will be trained their expertise as well as managerial skill but they will be asked the need of career growth in the future since some talented ones would only like to work at what they are good at. Since the company would like to prepare those for higher position in next one or two years;

(4) Management appraisal, however, will be organized every 2 years. Every manager will be asked to fill in evaluation form about working knowledge, technical, managerial, social, and leadership skills of his or her subordinates. While, subordinates will be required to describe their strengths and weaknesses including experiences during 2

years. Then this information will be sent to the assessment center. HR officers will evaluate information and select talented employees and young potential staff to take part in the assessment center. Selected employees will be sent to the program called "management development circle star". Employees who take part in this program will be trained both in the job and off the job in order to prepare to be promoted in managing positions in the next two years.

(5) As every position and employee is equally importance. EADS always searches for potential employees in every department but people who can facilitate this activity best are heads of departments. However, employees can share ideas with the company by sending online recommendations and suggestions to HR department. In addition, every appraisal system always conducts online. Thus, employees can express all things without any stress.

"Online appraisal makes employees more comfortable than a paper based one because they can do an appraisal at any where and any time they want. Furthermore, online communication also helps us know what employees think freely because they can express all things without barrier especially the effect of supervisor bias and so on".

5.1.5 Motivation Approach

EADS uses salary to motivate employees as well as others. EADS always offers higher salary rate than others in same area, and salary revision takes place every year. However, salary is not the most important factor motivating talented employees working with EADS. The company also uses salary scheme with offering a challenging job or responsibility to talented or potential employees. EADS believes that potential people want to develop themselves from the job they do. Challenging responsibility will be offered to those who demonstrate good working performance with the recommendation of their supervisors. Challenging jobs mean more responsibilities and more salaries. At EADS, the salary level is divided into 17 levels. Employees, who are assigned to work in additional challenging jobs, will be paid salary in higher level.

Additionally, characteristics of products are the one of the important factors influencing talented people working with EADS because all products need long-term development. EADS invests much budget in research and development in order to develop and create new innovation in aeronautic defence and space industry. Besides challenging jobs employees will also have chance to take part in research and develop. Employees are encouraged to do on the job research under the guidance of their superior which is the crucial mechanism to motivate talented and potential people working with the company. These are proved by the turnover rate, less than 2% in 2006. Moreover, working in some specific areas such as telecommunication department employees can get challenging jobs every three or four month because projects are launched to develop new telecommunication technology that changes every day.

For scientists and graduates who are really needed for the company, EADS usually invites them to 1.5-year trainee program. They will be assigned to work in challenging projects in both national and international offices. Besides a mentoring system will be organized and assigned in order to accompany and socialize trainees. Trainees will also be rotated into 3 work areas according to their desires and competences. After 1.5 year those will be placed in the most suitable position later on.

"There are three reasons why people living with EADA. Firstly, we pay very well compare to other companies in southern Germany. We cannot reveal the reason why we know we pay very well but we know. Secondly, people like their works as I said we always offer challenging to employees. They can develop themselves all times. We try to make jobs like a part of their life that they can enjoy with it. Finally, people like to live in this area, southern Germany, people satisfy atmosphere, the lake (Lake of Constance), and wonderful nature. The major reason of leaving is family reason because their partners, boyfriend or girlfriend, have to move to another area or country they have got job there they leave to live together".

5.2 Talent Management at Vetter-Pharma

5.2.1 Corporate Background

Vetter is a pharmaceutical company which has specialized in the manufacture of aseptically pre-filled injection systems. Headquarters are located in Ravensburg, southern Germany, and has approximately 1,800 employees. All production plants are FDA approved with total capacity up to 300 million production units per year.

5.2.2 The Need of Talented Employees and Recruiting Process

As Vetter is a leading world expert in the aseptic filling of liquid and lyophilized drugs. Tasks are very complex that require everyone to have the relevant knowledge and experiences. Acquiring people who fit with the need and corporate competencies is not easy in the world of global competition. Talented people are desired by every multinational corporation particularly potential pharmacists, and scientist. Even Vetter is a pharmaceutical company but Vetter does not merely concentrate on scientists and pharmacists because another position such as business management is also the important factor leading to global competitiveness. Human resource department usually plan to acquire potential graduates in all disciplines but in the global dynamic today Vetter has to discover many motivating methods showing them how advantages to work with the company. As having potential or talented employees is the important thing but managing them is more difficulty. Thus, Vetter has always place high value on teamwork, and always concentrates on recruitment of new employees to fit with organizational goal and strategy.

"Today many people apply for jobs here but we really need people who be proficient in their field of study and can work as a good team member, at the same time we know others also want this people, so, it is not easy for us to acquire them. For current employees, however, team work is the important factor that can help us to retain high potential employees because working as team members encourage the exchange of ideas which they can develop their competences continually. Besides we can realize employees' interaction with others, projects, jobs, and the company because we can investigate facts from colleagues in case of problems, and then we can solve crisis as quick as possible. Finally, we do not loss our valuable resources".

Corporate goal and strategy are strictly employed in Vetter recruitment process. Application screening is a first process as well as others but working experience and letter of intention are always focused. Potential candidates are merely invited to the interviews that are differently organized according to position applied. New employees will be trained and work in a department for three months, and then will be rotated to another. At the end of the third month, new employees and their heads of teams or departments will be required to fill in questionnaires. The boss of teams or department will be asked to evaluate new employees in 3 areas; (1)

professional skill; (2) potential skill; and (3) personal skill. While, the new employee will be asked to evaluate himself or herself and what learnt during 3 months including attitude toward jobs, projects, department, company, and problems and barriers at workplace. Probation is 6 months. During probation, employees will be assigned individual projects and mentors that are persons who give recommendations and comments to them. At Vetter, a mentor system is the important factor that influences the success of new employees as a mentor is a key corporate agent that assists the process of corporate culture socialization. In addition, a mentor is also a key factor that helps a new employee effectively and smoothly works as a team member.

5.2.3 Career Path and Development: Approaches of Motivation

Vetter acknowledges that every employee needs to be promoted and succeeded in his or her career. As Vetter is a hi-tech company that consists of scientists, experts, specialists, and administration and management people. It is difficult to motivate these talented people with the company even Vetter offers salary higher than others in average. Thus, career path is creating as the crucial motivating factor. Management and expert career paths are considering as a tool of talented-employees motivation by the company management team. The reason is someone wishes to grow and prefers to perform a job that fit with his or her competence and does not want to work in another position, for example, some pharmaceutical experts would like to work and grow in their career path rather than to be promoted in managing positions. Moreover, individual characteristics is also employed as a factor in structuring a career path at Vetter, for example, some scientists do not like to speak in public, so, if they are promoted to positions that have to communicate with public, it is risk to lose them.

Career development is one of motivating approaches that Vetter uses to maintain its talented employees. Every employee will be notified the training program that is organized by the Vetter personnel development department. Employees can be trained in the program but seats are limited. Participation will be allowed according to recommendation of head of team or department that employees are working in. The crucial developmental method is sending potential employees to Vetter campus. Vetter Campus is built on the mission and guiding principles of the company. It is therefore an important tool in the pursuit of goal-oriented and lasting personal and organizational achievements. Vetter campus sharpens employees' skills in entrepreneurial and strategic performance, process-oriented thinking, and pragmatic and trust-based co-operation. Vetter Campus provides specific development programs that ranging from the company level to the individual areas, departments, teams and persons. All programs aim to implement strategic goals and improve processes and cooperation among employees. Specialist and experts both inside and outside company are invited as lecturers that are not merely run instructions but they responsible for workshop and case study as well. Reasons of establishment Vetter campus are (1) customizing training programs to fit with the need of the company; (2) it is flexible for employees in some specific areas; (3) reducing cost of training for efficient and effective budget spending.

Annual training program design, however, always effectively and circumspectly plan by the personnel development department in cooperation with other related department as well as the executive management team that is rarely found in another company. The executive management team is involved because all training programs must be matched with goal, vision,

mission, and strategy of the company both short and long term. Vetter Training program is not a traditional activity as well as general training management concept of another one.

> "Our company does not organize the training program because it always organizes every year as well as tradition. We want the training program that fits with our goal, vision, and business strategy particularly the need of new technology that needs more skills and new abilities. The training program usually supervises by executives who plan the corporate strategy".

Vetter secures effectiveness and efficiency of the training by interview of employees who participate in the activities. Participants will be requested to express and describe what they have learnt, and then information will be evaluated by the personnel development department later on. If employees are not completely trained concerning required knowledge or practices, the personnel development department has responsibility of developing programs fulfilling the gap. In conclude career development program is one factor motivating specialists and experts living with Vetter since they can be improved and developed themselves constantly, whilst, career path encourages clear vision about the future life which is desired by everyone.

5.2.4 Performance Evaluation and Potential Searching

Employees require assessing themselves as regards their strengths and weaknesses every year as well as medical checking. The structured questionnaire is required an employee ranking his or her ability, competence, attitude toward jobs, projects, department, and company including problems, and barriers at workplace. An employee can demonstrate all things that he or she needs to be done. While, a supervisor will also be required to evaluate an employee about professional, practical or technical, personal, leadership, and social skills. A supervisor or a department manager is the key successful factor of performance evaluation and potential searching process because he or she realizes and sees an employee every day. A supervisor would be a person who knows an employee best. However, in order to avoid bias of performance evaluation, three to four supervisors including a human resource staff have to discuss about self evaluation of an employee and the questionnaire evaluated by a supervisor for searching a solution.

However, some methods are also employed in order to find a potential employee, for example, a self-administrated project that has not a project manager or leader. Team members have to search and communicate with other people and departments for cooperation leading to project achievement. Even it is difficult for new employees but they have to endeavor to do so. This situation usually organizes in order to find potential team or project leaders. Since cooperative and problem solving skills are the required characteristic of leaders at Vetter.

5.3 Talent Management at Oerlikon

5.3.1 Corporate Background

Oerlikon is a globally leading company in the field of thin film, vacuum and precision technology. Based on these core competencies, Oerlikon develops production systems, components, and services for high-technology products. The corporate culture of Oerlikon is based upon the four core values of teamwork, integrity, excellence and innovation. Everyone at Oerlikon is committed to outstanding performance – each and every day. Mutual respect and

cooperation are essential parts of corporate culture. This environment enables employees to exchange knowledge and experiences while effectively utilizing synergies between business units.

5.3.2 Trainee Programs: The Source of Talented Employees

Oerlikon trainee program is employed to acquire talented employees and top arrange them with suitable jobs. 12-15 candidates are anticipated and accepted into this program, and there were 800 applicants from all over the world in 2005 ranging form bachelors to doctorates. Oerlikon Global Trainee Program is ambitious 15-month international program that intends to develop qualified graduates to become excellent global managers. Every year, talented graduates start a high tech career at Oerlikon. This program will enable those working in a multi-cultural environment that increasingly crosses geographical and organizational boundaries.

The Global Oerlikon Trainee Program is tailored to graduates with a technical, economical background or social sciences. The aim of that program is to learn more about the personal strengths and interests and how they best match within the worldwide Oerlikon businesses. During the course of the Trainee Program trainees will learn more about the different opportunities Oerlikon has to offer and step by step get a clearer picture of the final position. This program gives trainees the chance to gain insight within and beyond trainees' field of expertise without being specialized to one specific field of application.

Oerlikon place great emphasis on building competency of candidates in leading projects and become a vital player of effective and innovative teams - through training on the job, off the job, mentoring, coaching, and training workshops. At the first day trainees are directly involved in company activities through their work on projects for different business units across the Oerlikon organization.

Three fast track trainee programs to high-tech leadership at Oerlikon are formulated by the management executive team in order to motivate talented people to work with the company. The fast track trainee programs are as follows:

(A) Global trainee program: this program is tailored to graduates with a technical or an economics background. The aim is to learn more about the personal strengths and interests and how they best match the worldwide Oerlikon businesses. In both national and international project assignments trainees will learn more about the different opportunities the company has to offer. This program gives trainees the chance to gain insight within and beyond field of expertise without being specialized to one specific field of application. With training on and off the job trainees will grow into the final position that follows the trainee program;

(B) Trainee program finance: this program is developed for graduates with a background in economics and strong interest in finance. Being assigned to challenging projects trainees will get a deep insight into the different fields of application within the finance department. The stages will be developed in accordance to trainees interests and may cover treasury, tax, accountancy, controlling, and risk management. In addition, working in international projects also encourages trainees' intercultural competencies. However, with this training on the job and additional off the job activities trainees will grow into the final position while getting to realize other relevant disciplines;

(C) Trainee program human resource: graduates with economics or social science background and a concentration on human researches management are addressed with this trainee program. Project assignments in recruiting, people development, personal marketing, compensation and benefits, and change management will be assigned and enhanced trainees' professional competencies. Trainees will get to known the company different business fields and locations and thus create a wide spanning network for their further career. However, additional training, off the job training, is also assigned that will improve trainees' interpersonal and project management skills and assist them to grow into the final position within the global human researches team.

5.3.3 Recruitment of Talent Workforce

As the global trainee program of Oerlikon offers much opportunity for graduates around the world, so, there are more than 800 graduates who apply for the program. Online application is utilized as a recruiting instrument as it consumes less screening and working time. Online application can be submitted since February to July every year. Screening of application always begins in August and finish by the end of September as the trainee program always annually kick off in October, for example, there were 800 applications submitted to Oerlikon. Applications were screened and reviewed from 800 to 500 to 200 to 50 respectively. 50 applicants were invited to the Oerlikon Assessment Center at Pfäffikon, Switzerland. They were required to conduct assessment tests such as aptitude and attitude tests as well as personality, leadership, managerial, language, interpersonal communication and presentation skills. The test covers all corporate needs because the company would like candidates who fit with the competencies and corporate culture that base on four basic values: (1) teamwork, (2) integrity, (3) excellence, and (4) innovation. The final decision will be judged by the management executives or appointed teams. There were just 10-12 graduates who passed the selecting process in 2006.

> "This is the only one full day. The applicants will be tested every skills that fit with the Oerlikon competencies. We always look at personality, attitude, and communicational skills rather than educational background because we believe that everyone has sound knowledge and graduates from reputable universities. So, what we need is a person who fit with our core competencies and culture. We want talented people who can work as good team members because this is the core culture of our company".

5.3.4 Oerlikon Trainee Program Process

(A) Trainee program kick off: Within 15 months trainees will be assigned to different project assignments, the so called "stages". In each stage trainees work on their main project self responsibly. A coach is a direct supervisor who integrates a trainee into his or her team and answers project related questions. Additionally the work on team project with the other Global Trainees is part of each stage. Both virtually through internal meeting platforms and live during the off the job trainings trainees can exchange information and manage the team project. Off the job trainings top of trainees profile and prepare them for key positions within the Oerlikon group at the end of the Trainee Program.

At the first stage, a trainee will be invited to an introduction week at the Oerlikon headquarters in Pfäffikon, Switzerland. On this occasion a trainee will have the chance

to meet the other trainees, the senior management team and a mentor. A mentor will accompany a trainee during the whole program, and possibly, his or her whole career. During the introduction week a trainee will learn a lot about the Oerlikon products and technologies, to visit some production sites and get an insight into the company culture. Additionally, the team project will be kicked off and an outdoor event will bring the trainee team closer together. Then a trainee will start a career at Oerlikon with the first project assignment.

(B) Project assignments- the different stages: In each stage a trainee will work on a relevant project in one of the Oerlikon Business Units. Depending on a trainee's personal focus there are various opportunities. A trainee will be able to start working on a project within the field of expertise. In a later stage a trainee can be involved in a project that goes beyond his or her expertise in order to broaden his or her horizon and get an overview of the whole picture. The advantage of Oerlikon Trainee Program is a trainee active contribution in designing his or her own career. The flexibility the company asks from a trainee in changing projects several times a trainee can return by reacting flexibly on interests and needs within 15-month program.

(C) International assignments: Since Oerlikon is a global player, most projects are international. So, to enlarge a trainee's intercultural competencies even further, at least one stage should be in an international location. As Oerlikon is located in over 35 countries, there are a lot of opportunities to contribute to a project abroad. A trainee will have the opportunity to extend his or her experience on an intercultural level and learn how a dynamic, global high tech company really works. Depending on a trainee educational background and personal interests the focus of the Trainee Program may be in engineering, natural sciences, business administration (finance, human resource, business development, and marketing), and social sciences.

(D) Final presentation: All trainees are required to conduct a presentation regarding their assignments both national and international jobs to board of management. This activity requires trainees demonstrating all abilities and talents as professionals. Final decision will be judged by the board of management and related people particularly experts in project areas.

5.3.5 Talent Driving Mechanism

(A) Training on the job: From the beginning trainee are involved in "designing your own career". Depending on trainee interests and ambitions they can work on projects in the area of assigned expertise or also expand insights into different fields of application. However, trainee ambitions need to match the Oerlikon business demands in order to create a win win situation. Besides a major project, trainee will be assigned to a team project together with the other trainees spanning the length of the program. The Trainee task is to resolve an actual business or process challenge. Working in a global team will teach trainees to manage international projects while bringing trainees together with Oerlikon key players around the world.

(B) Training off the job: The training "off-the-job" involves group workshops for all trainees together as well as individual training modules depending on personal needs. To prepare

trainees for a career in high tech, trainees will be trained in topics as Project Management, Conflict Management, Change Management, Communication and Teambuilding. A feedback meeting after each stage with coach and corporate HR always organizes in order to reflect strengths and enables trainees to develop their individual training plan. This training, trainee skills can be improved and new areas of expertise can be acquired. However, the objective of off the job training is to allow trainees a maximum amount of freedom to shape their own career since each trainee can set up an individual training plan that guides them to their final placement at the end of the Global Trainee Program.

(C) Mentoring & Coaching: Mentoring and coaching are one of the important personnel development instrument that Oerlikon utilizes to enhance talent of employees and to socialize corporate culture. A mentor is a member of the Oerlikon management that to accompany trainees throughout the Trainee Program. A mentor provides experienced advice and objective opinions to help trainees see things within the bigger picture, outline different opportunities, and open valuable networks for trainees' career path. While coaching guide the trainee through each of the Global Trainee Program stages. A coach is a supervisor during a stage. He or she supports trainees in the daily work, monitors the project because trainees will be assigned to and reviews the project objectives at the end of the stage. As an experienced technology and/or business management professional, a coach accompanies trainees through their project and other work issues, such as the Oerlikon company culture, rules and regulations.

6. CONCLUSIONS AND DISCUSSIONS

The investigation of German and Swiss companies in three industries: (1) aeronautic, defence, and space; (2) pharmaceutics; and (3) film, vacuum and precision technology could be concluded into 4 major areas: the need of talented people; the recruitment of talented people; the tools of recruitment; and talent development and management approaches. However, integrative perspective was employed in conclusions and discussions since the researchers would like to present the holistic of the talent management in European corporations.

Regarding the need of talented people, every company agrees that having talented employees helps them drive competitiveness but it is difficult to acquire this kind of people (Pollitt, 2004; McCauley & Wakefield, 2006; Gakovic & Yardley, 2007) since the recruiting competition of talented people in the same industries is fierce, besides, the booming of some industries such as telecommunication, automotive, and financial industries is catching talented graduates and employees from them as well. Thus, some talented campaigns, for instance, global trainee program and management cycle star program have created in order to motivate talented graduates to join the companies and to motivate existing potential or talented employees dedicating and engaging more with the firms (Gakovic & Yardley, 2007). The tools of recruitment are online application, screening of applications, interview (Garger, 1999), invitation to assessment center, presentation of managerial and language skills, personality, attitude toward the companies, job, and society. The main purpose of recruitment is searching talented people who fit with the core competencies and corporate culture. All interviewed corporations pointed that personality and interpersonal skills are more important than educational background because they believe

that every candidate is to be proficient in a specific science, so, what talented candidate must have is personality that matches the companies' culture especially characteristic of working as a good team member. This trainee campaign is normally 15-18 month program and seems too successful in every company because there are many talented graduates apply for the program annually. In the trainee program, candidates will be trained and assigned projects both individual and team projects as well as a mentor and a coach who advise about works, disciplines, rules, and corporate culture (Whitworth, Kimsey-House, & Sandahl,1998; Bowerman & Collins, 1999; Hargrove, 2000; Morris, 2000; Redshaw, 2000; Crane, 2001). During 15-18 months candidates will also be rotated to international offices since they are multinational corporations which the intercultural skill is the important factor leading to the competitiveness both individuals and corporate. Talented people who can work in intercultural environment are merely desired. This competency is always concentrated by all companies in this study.

For current employees, talented or high potential employees are searched by self assessment and supervisor assessment methods. Most interviewed companies offer the chance of speaking to employees that can be called "open communication" in terms of online and interpersonal communication. To reduce stress and to increase employee participation according to the concept of corporate governance are the objective of an open communication. But to indirect control of negative corporate image the companies use "confidential concept" as a tool, it means employees can merely talk with their superiors and do not allow speaking to public. An annual discussion of supervisors and subordinates always encourage. This is a compulsory activity in all companies because all level leaders such as team, project, division, and department managers are the important factor in searching talented employees at workplaces as they work with and see employees every day. So, they should know the nature of subordinate best. While, subordinate also need to evaluate themselves about knowledge, technical, attitude toward job, leadership, social, and interpersonal skills as well as strengths and weaknesses. In addition, an online assessment is also employed as an evaluating instrument since it is easy and high confidential to assessors. To avoid bias of evaluation some companies will use a committee to judge the result. At least 3 managers including a human resource agent will be discussed about the result of employees in case of conflict between a superior and a subordinate. Another method is to use an autonomy project in order to search a potential leader. A team will be formed but is not assigned a team leader all members have equal power and responsibility. A person who can lead a team to attain an ultimate goal should have good interpersonal and decision making skills, be motivate people, and systematic thinking. Many talented ones are promoted to higher positions by using this method.

However, the explicit career path and development is utilized as the motivating tool by all interviewed companies (Abbasi & Hollman, 2000; Bolch, 2000; Covey, 2000; Gooley, 2001). They pointed that wealth is not only one factor motivating people working with the companies. Life and working progression are the important factors for talented graduates and employees as well. Therefore, the explicit career path and development is divided into management and expert paths. Since some experts such as engineers, scientists, pharmacists, and so on want to grow in their specialization and do not want to work in managerial positions. So, the explicit career path and development can effectively motivate them to engage and to dedicate all resources to works, projects, and the companies (Dessler, 1999, 2000). Moreover, challenging

responsibilities are offered to talented and high potential employees because the challenges are desired and can always motivate talented employees continually. Due to the companies realize that high skill employees need to prove their competence constantly, so, the challenges in terms of responsibility of high impact project are usually offered. This approach is proved the successful motivation of talented employees by the low rate of turnover.

7. RESEARCH LIMITATION

1. Talent management is a sensitive issue in target companies, German and Swiss, of this study. Thus, a quantitative research could not be conducted in parallel with a qualitative one.

2. A language barrier was an important factor for a quantitative research as a questionnaire must be translated to German; in addition, a dialect language is widely spoken in southern Germany and normal employees usually do not English communicators. So, a quantitative research needs fluent German ability or large a mount of budget in case of hiring field assistants and a translator.

3. Contacting with a German company consumed long time for an approval of data collection. Moreover, a research period during March to July was a summer season, so, a German company always close that affect timetable of data collection as well as difficulty of key-informant accessibility.

8. RECOMMENDATIONS

8.1 For Organizations

(1) Talent management should be encouraged by an executive or managing board as one of urgent corporate agendas that every department is involved.

(2) Obvious trainee program should be promoted in a recruitment of graduated talents.

(3) Active Talent relationship management should be employed in a recruitment of graduated talents in various kinds of universities in order to acquire many choices talented applicants. For example, Oerlikon employs active talent relationship management in advertising, searching, and promoting its reputation among academic arena. A lot of talents from different fields and reputable universities around the world are applied that the firm can select only the best ones.

(4) Personality including attitude toward teamwork and a corporate should be strictly concentrated in an assessment process since those are talents but working in a multinational corporation or intercultural environment personality is more important factor than knowledge. It means a success of a project does not merely depend on personal ability but personality and positive attitude toward a team as a member as well.

(5) Obvious career path and development should be announced as one of major corporate polices in order to motivate talents and potential employees to contribute their resources for a company and their future.

(6) Training and development program should be based on a corporate strategy in order to manage budget and employees efficiency and effectively.

(7) Democracy in terms of open communication should be encouraged in order to decrease employees' stress and increase creativity. But employees should only be permitted to communicate with supervisors.

8.2 For Researchers

(1) A quantitative research should be conducted in parallel with a qualitative one.

(2) Fluent German ability should be considered as the important factor for research in central Europe.

(3) A research plan should be flexible

(4) Talented employees as well as ones in a trainee management program in different offices and branches should be investigated concerning their attitude toward a company, barriers of career path and development, and so on.

(5) Members of a board of management or corporate policy makers should be interviewed in order to investigate current situation and trend of managing talent in a company.

(6) An exit interview should be employed in order to investigate leaving reasons of a person or a talent who leaves a company.

(7) Snowball technique can be considered as one of excellent strategic research instruments for difficult accessible data, since a talent management is a sensitive issue of a company.

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