

## Innovative Approach in Handling Human Capital at

### Times Television Network – A Case Study

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#### **ABSTRACT**

*Talent Management is a holistic approach to optimizing human capital, which enables an organization to drive short and long-term results by building culture, engagement, capability and capacity through integrated talent acquisition, development and deployment processes that are aligned to business goals. Times Television Network a reputed brand in the media & entertainment industry has around 12000 employees on board. Appropriate management of this colossal human capital is a herculean task. An investigation is proposed by the authors on how to innovatively handle this huge human resource. And a comprehensive model covering every step of Talent Management at the Times Television Network (TTN) such as defining high potential employees, identifying and coding them, communicating high potential designations, developing them and evaluating the effectiveness of the strategies used is proposed. The purpose of Talent Management in the industry is to address important gaps in talent management theory and practice. A well - structured talent management approach helps drive strategic intent and support core business processes. This study develops a best practice model of talent management that is grounded in the contextual challenges facing TTN. Considering all the design factors and working through various dynamics of the organization, an optimal talent management model is proposed, one that promotes strategic alignment, responsiveness and continuous learning.*

**Keywords:** *Human Capital, Talent Management, Times Television Network (TTN)*

#### **I. TALENT MANAGEMENT**

The concept of 'Talent Management' became popular a few years ago – and since then organizations have used this phrase to describe an integrated approach to recruiting, development, performance management, compensation, development planning and learning. The goal here is not only to make the Human Resources function, operate more efficiently, but more importantly to create an 'integrated system' for managing people which lets the organization grow rapidly and to effectively respond to business needs.

#### **II. THEORETICAL FRAMEWORK AND RESEARCH NEEDS**

Talent management theory is clearly in the early developmental stages, despite massive popularity among both the practitioner and academic literatures. Lewis and Heckman (2006) concluded that the development of a well-supported theory suffers from talent management definitions that span processes, outcomes, mindsets, and/or specific decisions. They conclude that there is "...a disturbing lack of clarity regarding the definition, scope, and overall goals of talent management". More recently, the review of Collins and Mellahi (2009) reiterates this

critique and further concludes that the deficiencies of talent management theory and research have "...limited both scholarly work on the topic and its practical usefulness. Although certainly popular and timely given the numerous environmental forces facing organizations, talent management remains an emerging construct in need of further theoretical development

### III. THE TIMES GROUP

**The Times Group** (also referred to as **Bennett, Coleman and Co. Ltd.**) is the largest mass media company in India. The company remains a family-owned business as the descendants of Sahu Jain family controls majority stake in Times Group. The company has sixteen publishing centres, fifteen printing centres, fifty-five sales offices, over 7000 employees, five dailies, including two of the largest in the country with approx 4.3 million copies circulated daily, two lead magazines, twenty-nine niche magazines reaching 2468 cities and towns, thirty-two Radio Stations, two Television News Channels and one Television Life Style Channel.

### IV. TIMES TELEVISION NETWORK

**Times Television Network (TTN)** is the Television broadcast network from the house of Bennett, Coleman & Co. Ltd. (BCCL), India's largest media services conglomerate. Times Television Network comprises of **zoOm**, India's #1 Bollywood Channel; **TIMES NOW**, India's # 1 English News Service; **ET NOW**, just a year old and already in 2 position in the Stocks and Business domain. **TTN** is headquartered in Mumbai with **1200 personnel** and has a full service independent infrastructure and uplink facilities. The network's channels are available in over 30 million homes, across all Cable, Digital, DTH level systems. 70 million Indians tune into the network every month. The network has recently launched in Australia, New Zealand, and Africa and is in the process of expanding its footprint to international shores.

### V. THE TOP BENCHMARK FIRMS IN TALENT MANAGEMENT

**General Electric** wins hands down as "the" benchmark firm when it comes to building a performance culture and as having the best overall talent management strategy. They prioritize jobs and focus on "game changers." Giving GE a run for their money is **Microsoft** They excel at workforce planning, redeployment, utilizing analytics, and leveraging the internet. **Marriott International** excels in employment branding, is diverse in their recruiting and work with the disadvantaged. **Wegmans Food Markets's** ranked as the best company to work for in America by Fortune Magazine is into employment branding, workforce planning, redeployment, and alternative sourcing. **Corning** effectively utilizes service-level agreements and has a Six Sigma effort in their recruiting function. **Dell** excels at top management and is one of the best at attracting great managers. **Electronic Arts** excels at buying firms for talent, innovative metrics, identifying targeted candidates before positions open up, and employment branding. **YourEncore** set up by Eli Lilly and Procter & Gamble to help firms take advantage of the aging workforce and the impending baby boom retirement surge is innovative by any standard.

## VI. INTEGRATED TALENT MANAGEMENT



Source:<http://joshbersin.com/2010/05/a-new-talent-management-framework/>

This Model adopts the definition and framework offered by Silzer and Dowell (2010). They define Talent management as "An integrated set of processes, programs, and cultural norms in an organization designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs".

This model emphasizes the critical relationships among business strategy, talent management, and business results. The model stipulates that an organization's talent management strategy and supporting systems, processes, and programs must be driven by business strategies. Business results are utilized as a broad outcome of the talent management system's efficacy, as well as for revising new business strategies and talent management strategies. Silzer and Dowell propose that organizations execute talent management through five primary processes:

1. Attract and select talent to the organization
2. Assess competencies and skills in talent
3. Review talent and plan talent actions
4. Develop and deploy talent
5. Engage and retain talent

The Silzer and Dowell (2010) talent management model was adopted for this study for several reasons. First, the model's emphasis on the importance of integration with business strategy and integration across key HR functions. Second, the model's focus on identifying and developing pools of talent for the purposes of enhancing bench strength and leadership capacity. Most importantly, utilizing a broader theoretical framework to inform data collection in this study allows for the emergence of important contextual themes associated with talent management in Times Television Network.

### Participants

The process of Talent Management at Times Television Network focuses on the Executive Committee, Unit Managers and Operation Managers.

## V. DATA COLLECTION AND ANALYSIS

### 1. Structured Interviews with Business Heads

Each interview was approximately 90 minutes in length and consisted of a series of open-ended questions that asked executives to describe their department's approach to identifying, developing, deploying, and retaining talent to achieve strategic objectives and meet future business needs. The questions focused on a series of topics that are central to the emerging theory of talent management, including the link between business strategy and talent management practices, talent assessment and development practices, communication of talent management process and outcomes to employees, and strategies for evaluating talent management outcomes.

### 2. Semi structured interviews with each participating executive

This consisted of questions in relation to:

Strengths and Opportunities

Development Plan for current role and future positions

Quality of Training and Development received and required

Mentoring Relationships

Career Aspirations

**3. Collection of pertinent materials** describing the talent management practices, strategies, and policies from various external sources for subsequent analysis.

## VI. ESTABLISHING THE BUSINESS CASE FOR TALENT MANAGEMENT AT TTN:

**HR** acts as a steward or facilitator of the Talent Strategy and ensures that structures and resources are in place. It also implements tools, processes and systems. It is the Business Leaders and Managers who must own and adopt talent management processes to accept responsibility for results.

At TTN, executives reported emphasizing the strategic rather than supporting role that talent management performs towards achieving a competitive advantage. The primary focus of this influence process is to create a sense of urgency for investing in talent management practices and to elevate the strategic priority of talent management among the top management team and board members.

Consistent with industry best practices, the importance of fully engaging the top management team and select board members in the talent management process is thus emphasized. Executives generally describe the challenge of persuading top management team and board members to view talent management as a strategic lever to help the organization accomplish specific strategic initiatives, rather than a supporting HR function. Executives remark that the overarching goal of a best practice talent management system is to establish its presence as an operational activity that is completely embedded in the operational and service delivery model of the organization.

## VII. BERSIN & ASSOCIATES TALENT MANAGEMENT MATURITY MODEL – U.S ORGANIZATIONS



If we consider TTN in the above figure, it lies between Level 1 and Level 2 where about 45% of organizations in the USA could be placed. However the aim of the Top Management at TTN India is to take it further up to Level 3 and gradually to Level 4.

## VIII. TALENT MANAGEMENT MODEL AT TTN

### Defining High-Potential Employees

The next phase is the targeted and strategic process of clearly defining high-potential leaders.

#### Who are these employees?

It is important to differentiate between high performing and high potential employees.

**High-performers** give immediate return on investment, with estimates averaging from more than 50% additional value, to as much as a 100% increase in productivity over average performers.

**High-potentials** are typically defined as those demonstrating high-level contributions, organizational values, potential to move up to an identified position within a given timeframe, and potential to assume greater responsibility.

Most high-performers are not high-potentials BUT all high-potentials are high-performers

Three general types of high-performers typically fail to become high-potentials:

- “Engaged Dreamers” have high motivation, but only average ability.
- “Unengaged Stars” have aspiration and ability, but do not fully believe in their work or organization.
- “Misaligned Stars” have ability and organizational commitment, but lack the drive and ambition for success at the next level.

Key success factors at this phase include grounding all discussions and definitions of leadership competencies in the context of the current business strategy and specific strategic initiatives pursued by the organization. This process assumes a fluid set of competencies that is subject to an iterative process according to the dynamics of the business environment.

## TTN defines high-potential leaders according to:

1. A core set of leadership competencies. A Competency Dictionary has already been created.
2. The candidate's motivation to advance and mobility for relocation.
3. An assessment of the candidate's readiness for advancement.

## IX. IDENTIFYING AND CODIFYING HIGH-POTENTIAL LEADERS

The next phase of the best practice model involves meticulous assessment and multilevel identification of high-potential leaders across the system. Generally targeted for director-level and above managers, the identification and assessment process is driven by a series of talent management review sessions across multiple organizational levels, head office level, regional level, and system-wide. Critical success factors include the use of effective tools for categorizing high-potential leaders.

### Nine Box Tool

The first one is the popular **Nine Box tool** that plots key personnel according to job performance (x axis) and leadership potential (y axis) at subsequent levels.

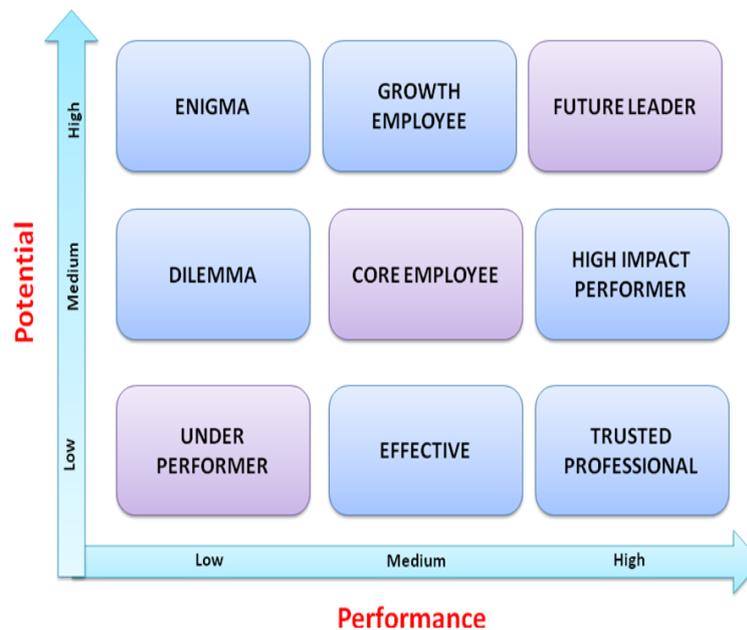
### The concept

The horizontal of 3 boxes assesses (leadership) performance and the vertical assesses (leadership potential). A combination of these makes up the box within the grid that the leader is placed.

### Why use the nine box grid?

1. It's a straight forward way to assess any population of leaders on two important dimensions
2. It's a useful tool to facilitate a dialogue amongst a senior leadership team. Teams can use it to calibrate their expectations and ratings
3. With an open debate, the multiple perspectives provide for a much more accurate assessment compared to one person's opinion
4. The process when used by all managers can facilitate a shared sense of ownership for the organizations talent pool
5. It's an effective way to identify the development needs of individuals and explore the transition towards development planning
6. Provides framework for succession planning.

**Enigma:** These are the kind of employees who are completely wasted in an organization. They are the people with high potential but deliver low performance. They are either wrongly placed or are working under wrong managers who have been unable to harness their full potential. This scenario requires external intervention. A heart to heart with the employee and the manager can yield good results.



**Dilemma:** The employees having average potential but showing low performance fall under this category. The reasons could be many: not upgrading as per the job requirement, not falling in line with the changes in the company. They can perform better if given proper opportunities and motivation.

**Under Performer:** These employees have with low potential coupled with low performance. They underperform and don't show any scope for improvement. Here the management has to take a tough decision of either throwing the ball in their court and giving them some time to improve their performance or asking them to leave the organization.

**Growth Employees:** This category has employees that constantly show high potential but the performance is not up to that standard. They may not be getting enough motivation or inspiration to move forward. The company should value the talent and should try to extract the best out of every employee. These kinds of employees can become great assets for the company by giving them enough challenges and by praising them as they achieve goals. It further instills a sense of confidence and the performance is bound to increase.

**Core Employees:** This category has employees that more or less perform up to the job potential but there is always a chance to achieve higher performance by giving them necessary push. They are just like employees in the category dilemma but are more promising.

**Effective:** These are people with specific talent. They show higher performance as compared to their potential. They may have reached their full career potential so here the talent management team can keep them engaged, focused and motivated to get the desired results.

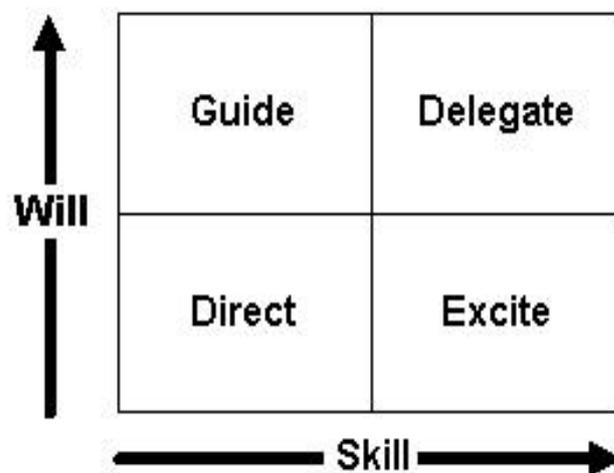
**Future Leaders:** These employees are the leaders of tomorrow and are the best possible options for succession at senior positions. They depict leadership qualities and yield results. People listen to them and they know how to get the work done. Talent management team should recognize their efforts and should reward them appropriately. Promote them and give them the chance to grow as an individual and also as a part of the organization.

**High Impact Performers:** High impact performers are those who by some grooming and motivation can become the future leaders. They may have lost pace with the changes in the organization like dilemma and core employees but can be among the top talent.

**Trusted Professionals:** Trusted professionals perform much higher than their potential because of some special talent they may be having. Your effort should be to retain them by rewarding and recognizing their efforts. You can always take their help to develop high performers.

Using the nine box model, we can do effective talent management by recognizing the categories of employees using the appropriate techniques to retain and groom the top talent pool.

## The Skill / Will Matrix



The matrix can be used to assess employee's skill and willingness to do a specific task. Based on that assessment, you can choose how to best manage the employee towards success.

An employee is rarely in one quadrant all the time. An employee will fall into one quadrant or another depending on the task and their

- **Skill:** Experience with the task, training, knowledge, and natural talents.
- **Will:** Desire or achieve, incentives to do task, security surrounding job, confidence in abilities, and feelings about task ("attitude")

### Guide

Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.

Discuss and set methods.

Check for understanding

Identify and provide required training.

Accept early mistakes as important "coaching" moments.

Give responsibility and authority for the pieces of tasks employee can do.

Structure tasks to minimize possible risks to employee and company

Provide frequent feedback.

Require frequent check-ins (verbal or written) early in the project, but relax control as progress is shown

Praise and reward for success Delegate

# 10<sup>th</sup> International Conference on Recent Innovations in Science, Engineering and Management

Dhruva Institute of Engineering and Technology, Nalgonda, Telangana State

(ICRISEM-17)

7<sup>th</sup> July 2017, [www.conferenceworld.in](http://www.conferenceworld.in)

ISBN: 978-93-86171-53-5

Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.

Involve in decision-making

Frequently ask employee for opinions

Check for understanding

Give responsibility and authority because employee is competent and committed.

Provide feedback.

Ask for check-ins at key milestones or when employee has questions.

Praise and reward for success

Direct

Discuss what would motivate employee. Agree on what is possible.

Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.

Set clear rules, methods, and deadlines

Check for understanding

Give responsibility and authority for the pieces of tasks employee can do.

Structure tasks for quick wins

Identify and provide required training.

Provide frequent feedback.

Require frequent check-ins (verbal or written) early in the project, but relax control as progress is shown.

Praise and reward for success      Excite

Discuss why task is important and why employee is best choice.

Discuss what would motivate employee. Agree on what is possible.

Be clear regarding expected outcomes (goals) and limitations of time, budget, etc.

Check for understanding

Give responsibility and authority because employee is competent

Provide frequent feedback.

Require frequent check-ins (verbal or written)

Praise and reward for success

## X. PERFORMANCE APPRAISALS

Key to the high-potential assessment and identification process is a credible and data-driven performance appraisal process that is deemed objective and defensible by line management, as they are most often proposing talent in their own division or function as worthy of high-potential designation while also having to justify their selection(s) with credible data. The primary outcome of this phase is a fluid list of high-potential candidates slotted onto strategic positions across the system.

Without such valid and widely accepted processes, talent review sessions run the risk of becoming a political exercise, with managers from various levels lobbying for their own talent to be slotted in the upper-right quadrant for high-potential designation. A robust and credible predicated on objective performance outcomes transforms talent review sessions into more authentic and collaborative dialogue among managers across multiple levels and HR professionals.

Executives discussed the importance of setting a system-wide tone for talent review sessions such that ratings on the nine-box exercise and high-potential designations which are to be produced in the context of the system's strategic priorities. This is to be done with the motive of avoiding the silo approach to high-potential identification that is often characterized by "talent hoarding" and the replacement planning approach to talent management—simply viewing the next-in-line manager as the only possible replacement for a given leadership role rather than being open to high potentials from across the system. We intend to stimulate a culture of encouraging managers to "release" their top talent to other parts of the system and accept high potentials from different regions, centers, and business units as part of their management team.

## XI. FINDING POTENTIAL PERSONALITY QUESTIONNAIRE

The **Finding Potential** Leadership and Management Styles Expert Report have been created to provide leaders with a practical, tangible insight into their preferred leadership and management style. The output adds value to a range of initiatives including executive coaching, inducting new senior managers, as part of leadership development programmes or career planning conversations.

### What it Measures:

#### Execution Focus

Execution Focus is based on four core principles – **People, Strategic, Operational** and **Tactical Focus** - that are essential in creating effective performance execution. Increasing a leader's awareness of their different preferences can help an individual explore the potential strengths and gaps in their approach to performance execution.

**People:** Someone with a strong people focus will be keen to understand and inspire their people, believing the key to success is to win their hearts and minds. They are keen to understand how people think and feel, making time to understand what drives and motivates them.

**Strategic:** Someone with a strong preference in this area will be interested in developing the future vision and focus for the business. They are more interested in delivering long-term results for the business, emphasizing future opportunities rather than day-to-day matters.

**Operational:** An operational preference is likely to result in a focus on translating strategic objectives into a series of operational plans (normally at a departmental/functional level) to ensure that the business' goals and targets are delivered. They prefer thinking about tangible, short to medium term issues.

**Tactical:** Someone whose preference is tactical is likely to focus on day-to-day performance and executing tangible objectives. They are comfortable instructing others, ensuring quality is maintained and deadlines are met.

## 2. Transactional & Transformational Styles

In simple terms, transactional leaders focus on management and **Doing it right**, whilst transformational leaders are more concerned with leadership and **Doing the right thing**.

Both styles can bring different strengths and attributes to an individual's approach to managing and leading, and as such one should not be considered as better than the other style. Instead, they can be explored in terms of the potential strengths and gaps in an individual's approach.

## **Management (Transactional) Style**

A transactional approach is most likely to add value in an environment where there is a high degree of control and a need for adherence to define structures and processes, a need for problem solving and delivering within the existing status quo. When done well, a transactional preference will help stretch an organization's performance capability by delivering increased organizational efficiency.

## **Leadership (Transformational) Style**

A transformational approach is most likely to add value in environments where change is required or is already the norm, and where operating within uncertainty and a high degree of risk is needed if goals are to be achieved. When done well, a transformational preference will help increase an organisation's performance by fundamentally changing aspects of how it operates and potentially even what it does, i.e. delivering increased organisational effectiveness.

## **3. Competency Core Areas**

**Managing Self:** Competencies relating to how an individual drives their own performance, takes accountability for their behavior, handles pressure and has a thirst for development.

**Managing Relations with Others:** Competencies focusing on how an individual interacts with, builds relationships with and leads others.

**Managing the Business:** Competencies focused on decision making and execution, understanding the wider business context and leading in change.

### **The 'Big 5' model of personality**

The assessment of personality variables continues to have a wide appeal to organizations. Personality constructs have been demonstrated to be useful for explaining and predicting attitudes, behaviours, performance and outcomes in a range of work settings. There is considerable evidence to suggest that personality is important in predicting the accomplishment of a wide range of work tasks. Additionally, job analyses of the components considered important in predicting overall job success are typically of a personality, as well as a cognitively, based nature.

The Finding Potential Personality Questionnaire is a normative fifteen scale work personality questionnaire structured around the widely accepted "Big Five" model of personality.

According to this model, the diverse array of human personality traits can be effectively summarised by the five broadly independent domains that are generally labelled as Extraversion, Openness to Experience, Agreeableness, Conscientiousness, and Emotional Stability (or "Resilience"). The model itself originated from the findings of lexical studies of personality structure, in which self, or peer ratings on a comprehensive set of personality-descriptive adjectives or phrases were factor analysed. In nearly all cases the "Big Five" emerged as the most efficient and effective model (factor analytical solution).

### **Communicating High-Potential Designations**

The fourth phase of the talent management model is communicating high-potential status to both designates and others across the organization. This phase represents the transfer of findings and decisions from the talent review sessions back to the business units and their staff. In this phase, the managers will communicate high-potential status vis-à-vis advanced development plans composed of exclusive learning and development opportunities, including invitations to leadership academies, stretch assignments, and cross-divisional

assignments. The focus at this phase is emphasizing the importance of continued development and enhancement of key leadership competencies while also deemphasizing the status associated with elite designations or titles.

A document mentioning that the executive is a HiPot and thus will cooperate in further development plans has to be signed off by the employee.

The **key outcomes** associated with the communication phase include the careful management of employee perceptions of equity and transparency of the system.

**The focus** of the communication to high-potential leaders will be managed through a careful conversation that addresses the following:

1. The outstanding contributions of the candidate to date
2. The likelihood of future contributions in a leadership capacity
3. An assessment of the candidate's interest and motivation to advance
4. The key elements of a leadership development plan focusing on exclusive and complex assignments.

Also critical to the success of this phase is the formal training of line managers to deliver carefully scripted conversations with both high-potential designates and with those not designated as high potential to promote the transparency of the talent management system.

## **Developing High-Potential Leaders**

The fifth phase of the talent management system is divided into 3 parts:

### **PART 1 – Individual Development Plans**

The 1<sup>st</sup> part involves selectively placing high-potential leaders into experiential learning opportunities and carefully balancing the supply of experiential learning assignments with the demand of designated candidates.

The developmental interventions for enhancing leadership competencies included

- ✓ Stretch assignments
- ✓ Cross-divisional or cross-site assignments
- ✓ Action-learning projects
- ✓ Coaching
- ✓ Mentoring
- ✓ Additional Responsibilities
- ✓ Readings

Each of these development interventions is focused on

- ✓ Experiential learning
- ✓ Shedding the silo view of the organization
- ✓ Enhancing the candidate's understanding of strategic, system-level challenges.

The primary outcomes associated with this phase are developing high potentials' capacity for viewing the organization and understanding strategic problems at the systems-level of analysis.

Across the participating health employees, the best practice would be to select the 30 high-potential participants from across the system according to multiple criteria, including diversity of management level, functional/operational area, ethnic diversity, and high-potential leaders. High-potential candidates will be organized into teams and given an action-learning project that addresses a strategic, system wide problem. The results and recommendations of the action-learning teams are to be presented directly to the top management

team for review and potential implementation. The active engagement of top management team members at this stage of the talent management process is critical for facilitating system-level projects that develop leadership competencies. Review and analysis of the presentations by the top management team are rigorous and often send a clear message to high potentials about the centrality of the action-learning projects to the system and to their careers.

The teams will be highly scrutinized, and every month, they will come together to present in front of the system CEO and the senior executive team.

Across the interview responses, three action-learning project success factors emerged:

- ✓ Emphasis on post project implementation
- ✓ Facilitating innovative output and creative team synergies
- ✓ Supporting strategic, system wide initiatives.

These success factors clearly reflect industry best practices concerning how to maximize the developmental value of action learning for high-potential leaders

However, to avoid pitfalls it is necessary to emphasize on substantive post project opportunities for high-potential leaders to continue their involvement with project recommendations. These opportunities often consist of serving on task forces, heading committees, sharing project findings across the system, and, in the most extreme cases, serving in newly crafted full-time positions for which a project team member leaves his or her current post.

The **Individual Development Plan (IDP)** employs a concept that emphasizes discussion and joint decisions by the employee and the supervisor, with input from mentor, on the specific developmental experiences necessary to fulfill the mutual goals of individual career development and organizational enhancement. Each IDP is uniquely tailored to the needs of the individual and the organization.

The IDP is a personal action plan, jointly agreed to by the employee and supervisor that identify his short and long-term career goals. An IDP also identifies the training and other developmental experiences needed to achieve those goals, for the benefit of the individual and organization, within a specified time frame.

5 such IDP's have been created as a part of my internship at TTN,

**PART 2 – Career Planning** Attracting and keeping good staff is a challenge within today's labour market. One strategy that will help TTN with this is to encourage all employees to engage in career planning. If the employees have clear direction and goals, they are more likely to be satisfied in their job. This could mean less staff turnover for the business.

Employees who do not have a clear career planning will be less clear future career compared to employees with career planning because it will focus its reach career she had planned.

Many employees fail to manage a career because they do not consider the basic concepts of career planning or are not ready for positions available within the organization. Employees do not realize that career goals can boost their career and be successful. Understanding of the concepts of career planning is expected to lead to a career goal setting and career planning tends to be achieved.

By supporting career planning, we intend to give our employees a clear message that we support their employment advancement within the organisation. By helping people to plan career choices that are realistic and

suitable, we are offering them the opportunity for future satisfaction within the business and significantly lower the risk of them leaving.

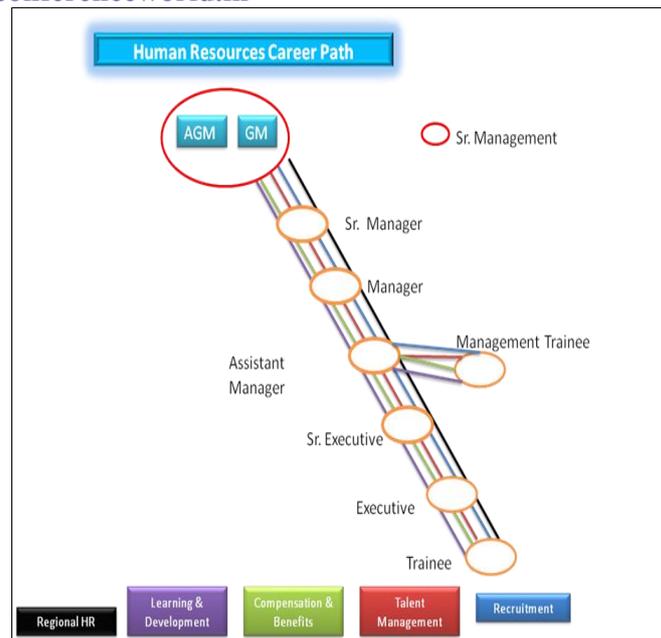
In the process of developing a career plan, employees will gain a better idea of:

- What type of work they are best suited to within your organisation.
- What training and education they will need to pursue the work they would most like within your organisation.
- The strategy that will help them get where they want to be.

## Career Planning Flowchart at Times Television Network

The Flowchart forms the basis for planning careers of employees within the organization through questionnaires and one on one interaction.





## Career Path charts

Cited below as an example is the Career Path for Human Resources Department.

### The Supervisor's Role

- Providing feedback on employee's performance in the current job and identifying his strengths and areas for improvement.
- Acting as a mentor and coach.
- Representing the organization's needs, goals and opportunities.
- Communicating what is happening around the organization.
- Helping assess the employee's advancement potential and qualifications for other positions.
- Acting as a resource and referral for exploring his career development options.
- Supporting the employee's training & development.

### PART 3 – Succession Planning

“A deliberate and systematic effort by an organization to ensure leadership continuity in key positions retains and develops intellectual and knowledge capital for the future, and encourage individual advancement.”

Succession management has become an important talent management initiative at companies around the world. For some companies, succession management is a strategic process that minimizes leadership gaps for critical positions and provides opportunities for top talent to develop the skills necessary for future roles. With other companies, succession management is a constant struggle, viewed as an administrative exercise rather than as a competitive advantage.

### Following are examples of situations companies face today:

- Whether restructuring, or engaging in a merger, acquisition, divestiture or bankruptcy, companies must rethink how they structure, source, manage and develop talent. Furthermore, companies have to be selective during layoffs, retaining those with the skills to move the company forward.

- Boards of directors tend to bring in fresh leadership during times of trouble. This change in leadership (*generally in the CEO suite*) has an impact on business plans and growth initiatives.
- Given the high unemployment rate, hundreds of candidates may apply for a single position, which can be costly. To avoid the expense of recruiting external talent, companies turn inward to fill vacancies. As such, building bench strength has never been more important.
- Finally, a younger workforce expects flexibility (e.g., modified work hours, work from home) and more tailored opportunities for individual development. Companies now look at succession planning for both professional and management roles – in addition to new ways of moving talent across their organizations, not just from bottom to top.

Effective succession management enables companies to react quickly to change and endure difficult times. At its best, succession management allows a company to seamlessly merge its employees' capabilities and career aspirations with the company's business strategy and talent needs.

## Bersin & Associates Succession Management Maturity Model



Times Television Network currently fit into the Traditional Succession Planning phase. The aim and expectation of the Top Management from the Talent Management team is to move to Integrated Talent Management level within a stipulated time period.

## Evaluating and Embedding Talent Management Practices

The final phase of the talent management model involves the development of a series of evaluation metrics for diagnosing the efficacy of the entire talent management system. The success factors associated with this phase include the use of:

- ✓ A balanced scorecard approach to evaluation metrics
- ✓ Alignment of performance management and incentive systems
- ✓ Board engagement and development

The primary outcomes include management support and implementation of the talent management system across the organization, as well as the development of a culture centered on learning and development values.

Executives detailed the most common evaluation metrics that their organizations employ to track talent management system efficacy, including

- ✓ The ratio of internal to external hires for key leadership roles
- ✓ Success rates of high potentials placed into new roles
- ✓ High-potential leader turnover
- ✓ Ratio of internal to external hires for strategic positions
- ✓ The percentage of top leadership positions with at least two "ready-now" candidates

Many of the evaluation metrics utilized by the systems represent summative or "black box" indicators such as hiring ratios and high-potential leader turnover that, although certainly useful and indicative of a healthy talent management system, may not provide needed formative evaluation data and insight into the active mechanisms of the talent management process. Balanced scorecard approaches involve a multilevel evaluation plan that includes formative and evaluative metrics spanning across high potentials.

- ✓ reaction and satisfaction with development activities
- ✓ learning of new skills, knowledge, and/or attitude changes
- ✓ changes in on-the-job behavior, performance, and leadership competency development
- ✓ changes to business practices resulting from the academy interventions
- ✓ the monetary return of the leadership academy compared with program costs.

To effectively obtain buy-in and commitment from various levels of management, best practice systems carefully align the performance management and incentive structure to reinforce line management support for the talent management system. The alignment of incentives and rewards for supporting the talent management system begins with board and compensation committee discussions of CEO performance metrics and extends through multiple levels of management for bonus and at-risk compensation. These practices reflect a growing trend among industry-leading organizations to dictate talent management duties as job requirements for the CEO and top management team members.

## X. CONCLUSION

This study's findings indicate the need to utilize strategic, multiphase talent management system that ensures a sustained pipeline of leadership talent. While many organizations confront economic slowdown by reflexively downsizing and/or restricting investment in talent management practices, the purpose of this study is to maintain a commitment to comprehensive talent management systems. The model strongly suggests that the organization should be committed to implementing all phases to achieve a sustainable competitive advantage. The talent management practices highlighted here provides Times Television Network a practical framework for successfully confronting its human capital challenges. Human resource executives, system management team members and board members may utilize the framework for assessing and enhancing the organization's talent management system.

Human resource executives may strengthen their efforts to elevate the priority of talent management among system leaders and board members by conducting rigorous assessments of their workforce demographic trends, including retirement trajectories for strategic positions and diversity statistics across multiple management levels. The model also offers several practical suggestions for identifying and codifying leadership talent,

including the development of a three-dimensional model of high-potential leaders and the utilization of talent review sessions that employ nine-box tools for plotting employees according to job performance and leadership potential at subsequent levels. Furthermore, findings suggest that TTN should avoid the pitfalls associated with explicit designations of high-potential status, including adverse effects on employee morale, turnover, and team cohesion, by implicitly communicating talent review session outcomes vis-à-vis advanced development plans and exclusive development opportunities. The model strongly encourages the development of an internal leadership academy composed of numerous experiential learning opportunities, including stretch assignments, cross-divisional and cross-site assignments, and action-learning projects. Finally, the model suggests rigorous formative and summative evaluation of talent management system efficacy through balanced scorecard methodology and careful alignment of the performance management and incentive structure to ensure line management support.

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(ICRISEM-17)

7<sup>th</sup> July 2017, [www.conferenceworld.in](http://www.conferenceworld.in)

ISBN: 978-93-86171-53-5

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