

**ADAPTATION TALENT MANAGEMENT TO ENHANCE
ORGANISATION'S BUSINESS STRATEGY, ERBIL
INTERNATIONAL AIRPORT AS A CASE**

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ABSTRACT

Nowadays marketplaces have become universal and extremely competitive. And, therefore, it has become significant for existence of the firms they want to become adaptive and open to change around them. In theory, the talented people are an asset for any organization and behind success of the organizations. (Abbasietal, 2013).

Employers apply a mixture of diverse approaches within their talent management strategies to raise employees counting efficient primary recruitment practices, induction programs, suitable on the job training, regular professional development, bias of professional bodies and achievement of career connected recommendation (Asset Skills Barometer, 2011).

To discover the key features of a successful talent management strategy, a case study has been introduced in Erbil International Airport interviews with a question list with employers. The study begins with a literature review that examines the different trends associated with the development of talent management strategies and identifies the variety of strategies available this will be followed by conclusion, recommendation.

Keywords: Talent Management, Management, Strategy, Erbil International Airport.

INTRODUCTION

The theory of talent management first appeared in 1998 in a reaction to a published paper by McKinsey consulting in the USA entitled 'the War on Talent' (McKinsey, 2001). Talent is defined as natural and innate abilities or characteristics which are separate from learned information or talents for example, an innate talent for art or sport which can be further developed and improved with exercise and learning.

In relation to the work, talent is defined as individual abilities "of those personalities who can make a change to organizational performance either through their direct support or, in the long-

term, by representing the maximum levels of potential” (CIPD, 2012). The characteristics of talent within the work are wide ranging and reliant on the single company but can have skills, knowledge, cognitive aptitude and potential. Employee’s values and work favourites are also of main importance in recognizing talent.

In spite of the lack of universal explanation of talent suitable to all companies and enterprises, all entail understanding of what talent is needed, how to identify it and how best to progress it(Stewart, 2006). And it is the procedures involved in this that are identified as ‘Talent Management’.

In recent years talent management has become so important for employers universally due to the lack in managerial talent affected by the amount of managers and leaders remaining the same, while the quantity of chances has increased (ILM, 2012).

Today’s talented employees have much better expectations of the progressive and psychological rewards they get from their work and it is no longer suitable to offer high wages alone. There is very little, if any, disgrace attached for moving occupations and the important accessibility of opportunity presented by the internet and the head-hunter business means that talented employees have access to unparalleled amount of chance in their industry, not just locally or nationally, but across the world (McKinsey, 2001).

As a result of the lack of talented managers, and superior global opportunities for those with talent, there is an important rivalry when it comes to the recruitment and retention of talented staff.

The recession has produced some exciting challenges for talent managers. On the one hand, the absence of job opportunities means that employers who have been recruiting have seen unparalleled stages of candidates and been capable to hire those with the most talent or potential. On the other hand, the lack of interior breaks means that similarly employers have lost their most talented staff to those corporations who have been recruiting.

In recent years, enterprises have been confronted with the challenges of remaining talent, while applying cutting costs initiatives to continue in an aggressive economic environment (Deloitte, 2009).

1. What is Talent Management?

Talent management is the application and of “Initiatives and strategies to harness the unique talents of individual employees and convert their talent potential in to optimum organization performance” (CIPD, 2010).

The CIPD discuss that in order for organizations to achieve competitive advantage they require to progress a strategic approach to talent management that balances the organization's values and supports with key business goals so that staff can attain their full potential.

There are two types of talent management strategy used to achieve this:

1. Single Ladder: this approach to talent management include staking one talent pipeline concentrating on the growth of potential leaders or familiar professionals. It usually involves qualification achievement, specialized body participation and requires specific years of experience.
2. Multiple Ladders: this approach to talent management includes taking several talent pipelines for various groups of staff in the company, such as graduates, senior management and general staff, which purposes to encourage an inclusive range of skills, not just leadership and management.

Organisations applying talent management strategy should improve a set of performs which are upcoming focused, combined and consequence in quantifiable results (Ford, 2010).

2. Implementing Talent Management

organisations need better flexibility to guarantee that they have staff ready to take on new developments and ready to manage the more sovereign mind-set of employees that are no longer eager to wait for enterprises to offer higher level professions and rewards but desire to improve their careers at a quicker pace (CIPD, 2011).

3. Talent Management Strategy Trends

There are number of trends to be attentive of when considering or assessing different talent management strategies. Drivers of variation that could be known including varying forms and ways of working, the demographics of some workers, and technology. Furthermore in recent years numerous key trends in talent management have arose due to the important influence of the recession and expected economic recovery on organisations.

For example, some organisations enforced to make economical cuts reduced their investment in talent management for the staff, while other organisations kept their present level of spend on talent management identifying it as a chance to achieve competitive advantage by attracting talent from rivals and rise profits (CIPD, 2010).

3.1 Use of Analytics and Metrics

Performance measurement have historically been used as a technique to find and manage talented labours, mainly where growing productivity and effectiveness with decreasing costs was of significance for example, in the European manufacturing industry during the 1990s (Cheese, 2008).

There has been a change from the narrow attention of performance metrics to making decision that are informed by extra objective data that identifies who has talent analyses what talent is required for future business victory and observers individual improvement against talent objectives (Scarborough and Elias 2002; Matthewman and Matignon 2005; CIPD 2006).

Analytics can support recruitment systems as current outcomes from the recent staff can provide a mechanism to judge external candidates for occupations (Asset Skills, 2012). This can support judgment to hire more of the same or renewed thinking contingent on the company requirements at the time.

3.2 Targeting Key Roles and Succession Planning

There has been a change from implementing common talent management strategies joining targeted programs that emphasis on key characters and succession planning (CIPD, 2010). In order to make sure that the continuousness in critical roles, enterprises are connecting their talent management strategies with succession plans which their purpose is to guarantee that there is a pool of skilled, capable and involved employees to imagine positions that become available in the future. Companies are more interested in selecting labour groups like graduates, extraordinary potential individuals and those people with identified technical job requirements (e.g. engineering, law or craft) so the company has the required skills in future to be developed.

Replacement planning is a current improvement way for talent and succession planning which identify specific candidates for senior management positions that are predicted to be available in future (O’Berry, 2012). These are the roles imperative to company success so “organizations that do not take steps to plan for future talent needs at all levels will face certain disruptions, and even disasters, when key employees leave” (Rothwell, 2009).replacement planning is mainly significant for small and or family organizations where handing over the running of a business can be difficult for example, when the founder rejects to let go and transfer responsibilities to others or where planned successors inappropriate for the position (Bernard, 2012).

4. The Barriers to Effective Talent Management Strategies

An important part of talent management literature points to numerous obstacles to successful strategies. For example, poor recruitment strategies result in a lack of staff with the right abilities such as communication, people management and organizational skills to become effective

managers in the future. According to the Institute of Leadership and Management (2012) half of all senior managers and two out of five line managers are recruited externally highlighting the fact that talent management is not engaging in many companies so they are depending on more costly external recruitment.

A failure to connect talent management to organisations business strategy, equal chances and diversity policy can also be a barrier to effective talent management. This may leave over experienced people working in lower skilled options or could result in same talented employees being over looked (Ford et al., 2010).

Another example is a lack of energetic care and engagement from the chief executive and their line managers producing a significant barrier because this support is necessary for effective implementation of the strategy and to determine commitment to the program motivating individual staff to participate (Stewart, 2006). However, the implementation of talent management strategies can be very time-consuming for senior managers as the process needs negotiation, dialogue and the provision of support (Ford et al., 2010).

To overcome these barriers specialists recommend that employers should use a simple and real talent management strategy that managers can easily involve with to recognize skilled individuals with the potential to progress. This may also oblige employers to guarantee that line managers have the knowledge and skills to identify, develop, motivate and retain talented staff so that they can implement the talent management strategy effectively (Ford et al., 2010).

5. Case Study

5.1 Erbil International Airport

Erbil International Airport is the chief airport of Erbil City in Kurdistan Region of Iraq.

It is administrated by the Kurdistan Regional Government.

The general director Talar Faiq she was chosen to lead the Erbil International Airport and still she is. It was clear that she is going to face difficulties as the she is the first general director to lead for a first airport in the region. This might explain her emphasis on leadership development and improvement of talent management on other side.

5.2 Background

The history of Erbil International Airport is not very old, the airport was built in 1970 as an Iraqi military base. The airfield was used as military base until 1990. The Kurdistan Regional Government took over the directorial regulation of the region after the Iraq war in 2003. On 26

May 2005, the airport was given ICAO airport code. A new gate of business has been opened and investment has increased in Kurdistan since 2005 and the city of Erbil was and still is the region for foreign investment.

Erbil International Airport provides the first sight of a progressively modern and wealthy Iraqi Kurdistan. In 2006 was released as civilian airport and also it was renovated in 2010. The Erbil International Airport (EIA) facility links Erbil with 24 cities in 15 countries through 23 airlines, and it is continuing to enlarge. In Jan, 2013 Erbil International Airport was awarded 'Best Emerging Airport' per annum as it has fewer than 5million passengers, by an international jury at the Emerging Market Airport Show in Dubai (Salih, T, 2013).

The general director Talar Faiq has pointed that the airport plays a vital role in as an entry, connector and facilitator of economic and social growth. The EIA has helped the arrival of foreign investment in to the region, and has become a vital core for the import and export of goods. Definitely, a large proportion of the equipment used by companies operating in gas and oil sector passed through the gates of the airport.

Erbil International Airport has the ability of 3 million passengers per annum. It has also the longest runways in the world, which in that way allows large-scale cargo aircraft effectively and easily access to Kurdistan Region (Salih, T, 2013).

5.3 Talent Management at Erbil International Airport through Coaching

The airport has developed an in-depth coaching program focusing on managers to make sure that their employees have the skills, awareness and experience to do their job efficiently and meet organization objectives.

The coaching framework is designed to help managers to develop the coaching skills they need to support the activity of their staff and facilitate talent management within the organization for example, by using coaching skills during performance reviews to get the most out of the opportunity.

At Erbil International Airport, all managers from top to middle are expected to be present at one day introduction to the ideology of coaching. This program is intended to give participants a broad summary of coaching and after attendance of the session they are entitled to concentrate on the original coaching networks on periodical foundation to practice their newly acquired skills and find out from other people's experiences.

The airport does not wait for managers to perform formal coaching sessions after the introduction, it does expects them to apply a coaching approach.

EIA believe that if a director uses a coaching approach with the exact individuals it can be really influential in their improvement by raising their self-confidence and empowering them to make decisions. For many employees, only having someone to catch the time to listen, put up their confidence and help them overcome barriers by developing information and skills can really help them in their profession.

Due to the achievement of the program, Erbil International Airport is setting up a one day induction workshop for non-managers that they think may promote from improving coaching skills.

6. Conclusion

The theory of talent management earliest emerged in 1998 in a reaction to a published paper by McKinsey consulting in the USA entitled 'The War on Talent' (McKinsey, 2001). Talent management strategies permit the progress of both individuals and organization by identifying workforce with talent and ensuring that they obtain the support they want.

In order to attain this, organizations have to expand a strategic approach to talent management that complements the organization's value and aligns with solution to business goals so that employees can accomplish their full potential (CIPD, 2012).

However, breakdown to connect talent management to the organizations business strategy, like opportunities and diversity policy can also be an obstacle to efficient talent management. This may go over qualified individuals working in lower experienced positions or could effect in some talented workers being over looked (Ford et al, 2010).

To rise above these obstacles experts recommend that employers exercise an easy and efficient talent management strategy that managers know how to simply connect with to identify skilled people with the likely to progress. This may need employers to make sure that line managers have the information and skills to categorize, develop, encourage and retain talented staff so that they can apply the talent management strategy effectively (Ford et al, 2010).

7. Recommendation

This survey shows the key characteristics of successful talent management strategies in Erbil International Airport, this is very significant because in the present economic climate, roles are varying due to organizational re-structuring and there is more force to gather organizational targets by progressing high performance workforce.

The literature review showed that organizations need to expand a strategic approach to talent management that complements the organization's values and aligns with key business goals so

that employees can attain their full possible, which can have important reimbursements for the employer by critical recruitments costs and ensuring that organizations have skills they require for future.

To make sure that talent management strategies are winning, a number of recommendations have been made:

- Make sure your organization is dedicated to the long-term growth of a talent management strategy
- Have an obvious explanation of talent
- Recognize the skills your organization desires to in the next five to ten years.
- Keep in mind to connect you talent management strategy to your wider business goals.
- Make a decision whether your talent management strategy will be obtainable to everyone or will aim specific groups.
- Engage individuals across the organization in the enlargement of your talent management strategy.
- Have an assessment procedure in the place to catch the benefits of the strategy and guarantee that there is an obvious business case to go on.

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