

**EVALUATION PRACTICE IN THE FIELD
OF TALENT AND SUCCESSION MANAGEMENT**

—

A CRITICAL ANALYSIS OF A PRACTICAL SURVEY

Ann-Kathrin Leni Nowottnick
Student registration number: 11902756
Organization Studies

MASTER THESIS

Submitted in partial fulfilment of the requirements for the degree of

MASTER OF SCIENCE
in
Organization Studies

at the Leopold-Franzens-Universität Innsbruck

Supervisor: Univ.-Prof. Dr. Manfred Auer

Innsbruck, 06.03.2024

PREFACE

Before you read this thesis, I would like to give you a little background about the process of my work. I started my master in October 2019 and finished all lectures in pandemic times in January 2021. From February 2021 till August 2021, I worked as a working student at Transformation Management AG. Since then, I have been working in a different industry and writing my master thesis in addition to my work. Working in a different field made the work on the master thesis sometimes much more fruitful and sometimes not.

I am thankful that Transformation Management AG gave me the opportunity to be engaged in the survey called Talent Management Index and to write about this exciting topic. A big thank you to Gabriela Bodner and Rudolf Binderlehner for sharing me all the insights and tricks by conducting and analysing the Talent Management Index.

A special thank you to Professor Stephan Laske for his support throughout the writing process and research period and for never losing hope in me.

I would like to thank my supervisor Professor Manfred Auer for his long-term availability and excellent guidance during the process.

Further, I would also like to express my gratitude to the proofreaders, finally a huge thank you to my parents for the mental support and to Stefan for all the efforts you have made to keep me motivated to complete this thesis.

ABSTRACT

Evaluation plays an increasingly important role in today's life and work. This thesis examines how to assess a practical-oriented survey on the status quo of strategic Talent and Succession Management in various organizations. Two ambiguous topics Evaluation Theory and Talent and Succession Management get combined in a discursive manner. The research contains a triangulation of methods which including the participation in the interviews of the research object, a literature review and a semi-structured interview.

The results of the thesis are that the practical and economically driven research object (a questionnaire) called the Talent Management Index (TMI) is an appropriate method to evaluate the status quo of Talent and Succession Management in different organizations. To achieve this result, an assessment scheme is developed that can be used for nearly any survey with quantitative questions. In terms of content, the topics of Collings and Mellahi's (2009) concept of strategic Talent and Succession Management are getting examined and found to be fulfilled in the Talent Management Index (TMI).

Based on the results presented here, new insights can be gained into how qualitative issues can be analysed through Evaluation Theory and presented as a quantitative result.

Keywords: Talent Management, Succession Management, Survey, Questionnaire, Index, Assessment Scheme, Strategy, Quantitative Questions, Evaluation

TABLE OF CONTENTS

List of Figures	II
List of Tables	II
List of Abbreviations	III
1 Introduction	1
1.1 Aim of the thesis.....	2
1.2 Methodology.....	2
1.3 Structure of the thesis	4
2 Talent and Succession Management	5
2.1 Different Streams of Talent and Succession Management	7
2.2 Strategic Talent and Succession Management.....	14
3 Evaluation Theory	19
3.1 Methods in social research	27
3.2 Data collection at a glance	29
4 Empirical Study.....	41
4.1 The Research Object: Talent Management Index	41
4.2 Data "Collection".....	51
4.3 Analysis using an assessment scheme.....	52
4.3.1 Analysis regarding research question one	53
4.3.2 Analysis regarding research question two	54
4.4 Findings	55
4.4.1 Findings regarding the research question one	55
4.4.2 Findings regarding the research question two	68
5 Discussion	71
5.1 Discussion regarding the research question one.....	71
5.2 Discussion regarding the research question two.....	78
6 Conclusion	80
7 References	IV
Appendix	X