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Doctor of Business Administration

Thesis

Research Topic

Competitive intelligence specialist expertise in the Zimbabwean banking sector: Hidden talent?

A case study of Steward Bank Zimbabwe

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Abbreviations

CA - Competitive Advantage

CAQDAS - Computer Aided Qualitative Data Analysis Software

CEO - Chief Executive Officer

CFO - Chief Finance Officer

CI - Competitive Intelligence

CIPD - Chartered Institute of Personnel and Development

DBA - Doctor of Business Administration

HR - Human Resources

HRD - Human Resources Development

HRM - Human Resources Management

IT - Information Technology

MNO - Mobile Network Operator

MRA - Multiple revenue areas

MRASK – Multiple revenue areas requiring specialist knowledge

TM - Talent Management

US - United States

USA - United States of America

Dedication

I dedicate this thesis to my amazing wife, Hazvinei Sharon Tawodzera, my two beautiful daughters, Praise Ruvarashe Tawodzera, Gracious Ropafadzo Tawodzera and my son Prince Tawananyasha Tawodzera. I sincerely hope that one day when my children read this thesis, they get inspired by the effort and determination shown by their father in embarking on this DBA journey, and learn that anything is possible if you set your mind and heart to it. The sky is not the limit; you can go beyond the skies!

Acknowledgements

A profound thank you to my wife, Hazvinei Sharon Tawodzera, my two beautiful daughters, Praise Ruvarashe Tawodzera, Gracious Ropafadzo Tawodzera and my son Prince Tawananyasha Tawodzera for bearing with the long and late hours of study throughout my DBA journey. Thanks to you, I never thought of quitting for a single moment; who would want a husband or a father who is a quitter? Indeed, you inspired me not to quit!

The constant encouragement and interaction with my fellow students in DBA cohort 14 gave me the energy to soldier on. Thank you guys, our WhatsApp group (social media) worked wonders for me. Even the simple comments like 'How far are we with our thesis?' was a wakeup call to shake off procrastination.

Without the research participants, this study would not have been possible. So thank you to all those who participated in this study. This research is ground breaking in many aspects, and so you helped in shaping how future academics and business practitioners will frame competitive intelligence and talent management in the Zimbabwean and African context.

Lastly, I wish to express my sincere gratitude to Professor Carole Tansley and Professor Duarte Pitta Ferraz, my DBA supervisors, for all the time and effort you spent in moulding me to the required DBA standards. Thank you for being hard-handed when it was necessary, and for being kind when I needed to see the light at the end of the tunnel. As I conclude this DBA, I am no longer the same person I was, I have gained essential skills through my interactions with you. You are the 'dream team' of mentors any student can ever wish for.

Abstract

What has been an enduring gap in both research and practice since the McKinsey consultants first published their report on 'The war for talent' in 1998 as a response to rising competition between organisations globally, is the lack of talent management systems where professional rather than leadership talent is recognised. By focusing on the competitive intelligence specialist role, this study explores how a seemingly strategic professional role is framed in the context of organisational talent within the banking sector of Zimbabwe. It is noteworthy that the modern thinking around talent management in organisations has been dominated by research done in United States of America (US), Europe and Asia with a focus on multinational and private organisations (Thunnissen et al., 2013a: 1745). Of notable concern is the lack of empirical efforts towards talent management within the African continent, even more so in the context of the banking sector, and this study is an attempt to address this gap.

By using a conceptual framework derived from a critical review of competitive intelligence specialist and talent management literature, the study uses qualitative methods to collect research data from the case study bank, namely Steward Bank. To illuminate how the research participants framed the research phenomenon, frame analysis was adopted and achieved through the analytical use of a signature matrix consisting of two elements: rhetorical *framing* devices and rhetorical *reasoning* devices.

Contrary to the research expectations, in this case study, the competitive intelligence specialist activities are not embedded in specific roles but instead are dispersed across the organisations in different departments. This setup is attributed to the dispersed nature of the requisite knowledge resident in different parts of the organisation. It is clear from the findings that competitive intelligence specialist activities are recognised as a key differentiator to organisational performance, and arguably deserve to be recognised as talent. However, the formal talent management system does not recognise competitive intelligence specialist activities as organisational talent, thereby pointing to rhetorical obfuscation by participants. Furthermore, different aspects of how talent is defined emerged ranging from an innate view of talent, with some going further to attribute talent as a gift from God, to an acquired view of talent where participants suggest that the more they practice competitive intelligence activities, the more expertise they tend to gain.

Based on findings of this study, it is argued that organisations will benefit more from a holistic approach to talent management, which not only includes key strategic leadership roles but also incorporates key strategic specialist roles and key strategic specialist activities similar to the competitive intelligence specialist activities. Also, both academics and practitioners need to reconsider the institutionalisation of competitive intelligence and incorporate the dispersed competitive intelligence activities approach. By successfully applying frame analysis, this study has also heightened the notion of frame signature matrix as a data analysis technique for identifying how actors frame certain phenomenon within the organisational context.

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CHAPTER ONE: INTRODUCTION

Talent management, as a specific form of human resource management, involves the systematic attraction, identification, development, engagement, retention and deployment of high potential and high performing individuals who are of value to an organisation (Tansley et al., 2007: xi; Iles et al., 2010), and is founded on the idea that identifying, recruiting and managing talent for future leadership positions can enhance organisational performance and business results (Lewis and Heckman, 2006; Stokes et al., 2016). What has been an enduring gap in both research and practice since the McKinsey consultants first published their report on 'The war for talent' in 1998, as a response to rising competition between organisations globally, is the lack of talent management systems where professional rather than leadership talent is recognised. By looking at competitive intelligence specialists within an organisational setting, this research seeks to heighten the concept of talent management from a specialists' talent role perspective.

1.1 Findings of previous DBA research

This study builds upon previous studies carried out in document 3 (Tawodzera, 2015) and document 4 (Tawodzera, 2016) of this DBA study. Document 3 explored *how different actors in Zimbabwean banks frame competitive intelligence as a source of competitive advantage*, and the findings identified that the managers in Zimbabwean banks frame competitive intelligence (CI) as strategically relevant to navigate the competitive environment, anticipate competitive moves of competitors, and make the day-to-day business tactical decision (Tawodzera, 2015: 60).

Findings in DBA document 4, reveal that though practitioners in the Zimbabwean banks regard CI as an important source of competitive advantage (CA), most of the banks lack a formal CI department or unit (Tawodzera, 2016: 58). It, therefore, appears to be the case that they lack structured and systematic efforts towards CI activities (op. cit). However, it is worth noting that they still manage to have constant access to CI, and one possible reason could be the organisational agents undertaking CI activities.

The design and enactment of complex CI tasks require CI roles to be filled by individuals with high levels of skills, competencies and appropriate behaviours to ensure that CI is carried out efficiently to safeguard organisational survival and success. This is consistent with conclusions made in DBA document 3 study that 'having the right human resource for CI activities is

crucial for CI to have credibility in the eyes of top management and throughout the organisation' (Tawodzera, 2015: 60) and hence the importance of having trained and certified experts in CI activities (op. cit). These findings generated interest in this seemingly new 'talent pool' of organisational specialists who carry out the CI activities and produce actionable intelligence which is so critical to organisational performance differentiation.

To take this study further, a global internet search for job adverts related to CI specialist/professional roles was conducted (Details of the search results are available in Appendix 5). A meta-analysis of the job adverts search shows that different roles and levels of CI specialists exist in a structured and systematic setup of CI, as illustrated in Figure 1 below.

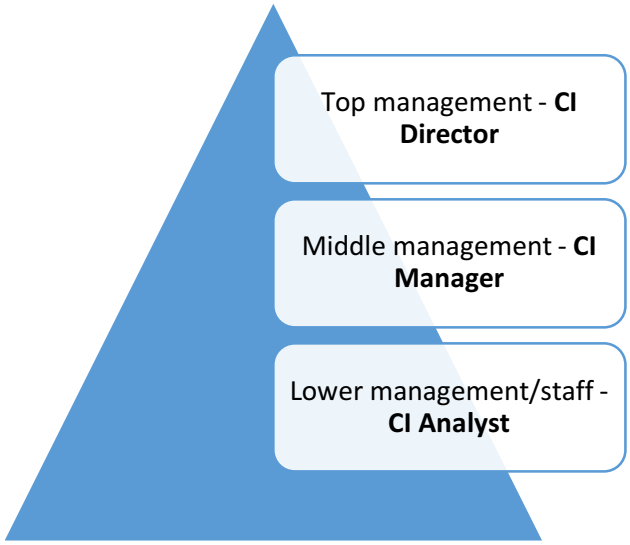

Figure 1 - Different levels of CI specialist in the organisation

A CI director operates at a strategy level, and is responsible for the overall strategy of the CI function within the organisation, and designs the competitive intelligence framework for competitive intelligence activities throughout the organisation. The CI director is expected to have a clear understanding of the competitive landscape, recommends unique competitive strategies for the organisation, and therefore must have the ability to work with and anticipate the needs of top management and executives.

A CI manager is responsible for enforcing the CI framework within the organisation, manages and develops CI capabilities for the organisation, recommends new sources of primary and secondary data, monitors and synthesizes the work of the CI analysts to come up with comprehensive CI reports, and manages the interaction of the CI function with internal

stakeholders and the consumers of CI.

A CI analyst conducts in-depth CI research using a variety of tools, identifies patterns in the strategic intelligence landscape and identifies gaps for further investigations. It is the CI analyst who filters raw data and converts it to actionable intelligence. This requires excellent analytical skills, ability to link signals, ability to dissect complex issues, analyse data, and draw insights to inform decisions (Degerstedt, 2015: 3).

Of notable concern is that out of almost 50 job adverts analysed, none could be found for CI specialist related jobs in Zimbabwe; and furthermore, out of the whole of Africa, only two job adverts could be found in South Africa. It, therefore, appears to be the case that most organisations in Zimbabwe, and possibly Africa, lack structured and systematic efforts towards CI activities, but still manage to have constant access to the CI required for competitive strategy and decision-making.

It is the contention in this study that those who perform CI specialist roles deserve to be formally identified, and invested in, as 'organisational talent'; and on that premise, the study for this thesis is founded.

1.2 Purpose of the study

This final element of the DBA research focuses on such organisational 'talent' who perform the analysis of raw data and transform it into actionable intelligence, which in itself requires great skill to identify patterns and evaluate information. The skills and abilities of the CI specialists are critical to the successful implementation of CI (Håkansson and Nelke, 2015: 63).

When the McKinsey consultants published the report on 'The war for talent', the emphasis was on framing talent as 'the best and brightest' (Chambers et al., 1998 as quoted by Beechler and Woodward, 2009: 274). Many organisations and scholars have taken that framing of talent to mean high performance, high impact, high maintenance individuals, also known as 'A' level employees (Smart, 2005: xviii), 'who can deal with more complexity but are more complex in themselves' (Beechler and Woodward, 2009: 274), and these are usually individuals who demonstrate characteristics of leadership in the organisation. This view of talent presents a major gap in the recognition of talent in critical roles such as CI specialists who may not be recognised as talent and invested in.

This study will focus on what is being construed here as a 'talent pool' of organisational specialists and aim to establish the importance of the role they play as a critical organisational talent for achieving competitive intelligence.

1.3 Context of the study

Blenkhorn and Fleisher (2005: 130) suggest that it is essential to recognise the effect that different cultures, religion, morals and governments have on our view of the world and consequently on the approach to management concepts and practice. This study is conducted in a particular geographical and industry context, that is, within the banking sector of Zimbabwe (See Figure 2 below).

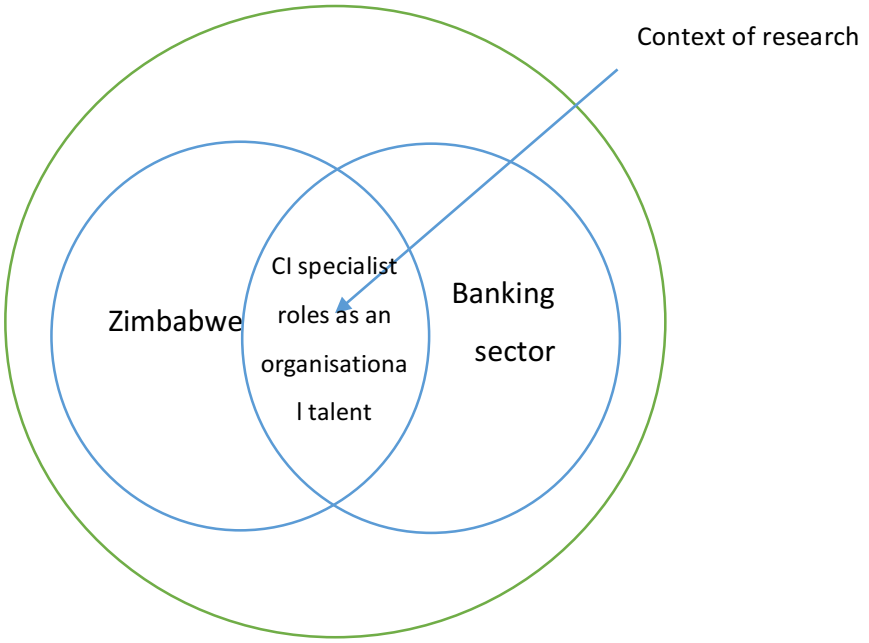

Figure 2 - Context of the study

The banking sector of Zimbabwe consists of thirteen commercial banks, four building societies, one savings bank and one merchant bank (Mangudya, 2015: 33). Table 1 below provides an overview of the commercial banks in Zimbabwe and shows a brief description of the banks' ownership and equity levels (Reserve Bank of Zimbabwe, 2016: 58).

Institution	Total Assets as of 1 January 2016 USD (000)	Ownership
CBZ BANK	1,958,920	Indigenous owned by various shareholders with CBZ holdings limited and the Government of Zimbabwe having majority shareholding
STANBIC BANK	728,160	Foreign-owned. A subsidiary of Standard Bank Group based in Johannesburg, South Africa, and has presence in over 20 countries
BANCABC	572,040	Foreign-owned. A subsidiary of ABC Holdings Limited, a pan-African financial services provider with headquarters in Gaborone, Botswana
STANDARD CHARTERED	503,520	Foreign-owned. A subsidiary of Standard Chartered Bank group, an international financial services conglomerate based in the United Kingdom
FBC BANK	391,960	Indigenous owned. A subsidiary of First Bank Corporation Holdings Limited, a publicly traded financial services company listed on the Zimbabwe stock exchange
BARCLAYS BANK	371,110	Foreign-owned. Subsidiary of Barclays Bank plc, a British banking conglomerate with subsidiaries in over 50 countries
ZB BANK	346,410	Indigenous owned. Owned by ZB financial holdings
NMB BANK	340,870	Indigenous owned. Wholly owned by NMBZ, a Zimbabwean investment and holding company
ECOBANK	268,660	Foreign-owned. Subsidiary of Ecobank transnational, the pan African bank with a presence in more than 30 countries
MBCA BANK	250,270	Foreign-owned. Owned by Nedbank group of South Africa which has 74% shareholding and Old Mutual which has 18% shareholding
STEWARD BANK	201,780	Indigenous owned. Owned by Econet Wireless, the largest communications company in Zimbabwe
AGRIBANK	186,540	Indigenous owned. Wholly owned by the government of Zimbabwe
METBANK	162,010	Indigenous owned. Locally formed in Zimbabwe and owned by Loita Capital partners

Table 1 - Commercial banks in Zimbabwe ranking by equity (Reserve Bank of Zimbabwe, 2016: 58)

Out of the thirteen registered commercial banks, seven are indigenous owned, while six are foreign owned (See Table 1 above). Due to the high levels of inflation of the local currency (the Zimbabwean dollar), the Zimbabwean government introduced a multi-currency system in 2009 where foreign currencies like the United States of America Dollar, the Great Britain Pound, the South African Rand became the currencies of trade. Though the multi-currency system stabilised the economy of Zimbabwe, the Reserve Bank of Zimbabwe lost direct control of the money supply and now find it difficult to fulfil its role as the lender of last resort. This means that in the case of a temporary liquidity problem, the commercial banks cannot rely on the Reserve bank for a bailout. Therefore, the interaction amongst banks ultimately make banks to be customers of each other, and for a bank to survive, it must keep a close eye on all the other banks it trades with. And because one bank's demise can have a systemic effect on the other banks in the sector, CI can potentially provide the necessary intelligence required in making decisions on how best to interact with other banks.

1.4 Steward Bank Case Study

The case study informing this part of the DBA research is a medium-sized, Zimbabwean bank (called here 'Steward Bank') that has been operating since 2009. More details about Steward Bank as the case study is provided in chapter 3, section 3.4.

1.5 Research questions

The overriding purpose of this study is to examine how those performing the CI role in the Zimbabwe banking sector might be identified as organisational talent. The research questions chosen to advance this study are as follows:

1. To what extent is the CI specialist role formally structured at Steward Bank? *rq1*
2. To what extent is the CI specialist role formally regarded as organisational talent at Steward Bank? *rq2*
3. What talent management frameworks are in place at Steward Bank to effectively manage the CI specialist role talent pool? *rq3*

1.6 Justification for the research

Findings from document 3 of this DBA identified that managers in Zimbabwean banks frame the CI role as essential for effective navigation of the turbulent competitive environment (Tawodzera, 2015: 60). This makes the agents who perform the CI role a critical organisational resource for differentiating organisational performance.

1.6.1 Justification for studying CI specialist role as an organisational talent in the Zimbabwean banking sector.

Tao and Prescott (2000: 66) contend that CI, like any other management practices, is influenced by environment specific factors. The economy of Zimbabwe experienced a severe economic slump reaching peak crisis in 2007 and 2008. Official inflation reached a peak of 230,000,000% (230 million percent) in 2008 (United Nations Zimbabwe, 2014: 10). During this crisis period, seven banks were placed under curatorship and forced to close down primarily due to poor corporate governance. Though the economy of Zimbabwe stabilised after the adoption of the multicurrency system, studies still show that the banking sector penetration rate, as measured by the aggregate number of accounts held by banks is still about 30% of the adult population (Mataruka, 2015: 5).

The banking sector in Zimbabwe has also suffered from the negative perception created due to the collapse of seven banks, and the public's confidence in the banking sector remains low as most bank depositors seem to be risk averse (FBC Securities, 2013: 2). This is confirmed by the fact that bank deposits are largely dominated by demand deposits that are short-term and have a constraining effect on a banks' ability to plan and invest in the long term (Mangudya 2015: 36). As of 30 June 2015, the total deposits in the Zimbabwe banking sector was a total of 5.6 billion US dollars, and 55.49% of that was demand deposits (Mangudya 2015: 36). This makes the sector highly competitive as demand deposits make it easy for customers to switch to the next bank as there exist no long-term investment interests in the bank. As a result, banks have to look for innovative ways to retain their customers and to make the most from these short-term deposits.

It can be argued that such uncertainties and constraints result in severe resource constraints, with banks opting to focus on basic functional activities that are perceived to be more geared toward making the organisation profitable and more competitive, and consequently taking a toll on the banks' ability and capacity to attract and reward talent required for professional roles like CI specialist.

Moreover, in comparison to first-world countries, such as the USA, it appears Zimbabwean banks do not have highly structured, well-planned, systemised, complex organisational structures and cultures with extensive, highly professional CI functions. Instead, as document 4 of this DBA has revealed, there tends to be an informal, reactive, and ad hoc approach to CI (Tawodzera, 2016: 58). Furthermore, as discussed in section 1.1 of this document, the global adverts search could not find any CI specialist related jobs in Zimbabwe.

Therefore, the general state of Zimbabwe economic and the challenges in the banking sector make the context of this study interestingly unique. The study provides an insight into how the CI specialist role can be managed in such a highly volatile and dynamic context, and thereby add new aspects and concepts to existing CI frameworks and existing knowledge.

The study further seeks to explore how this seemingly critical talent pool of CI specialists is managed as a strategic job role that differentiates organisational performance. This is quite significant because the modern thinking around talent management in organisations has been developed mainly through research by United States of America (US) scholars using North American rational with a focus on multinational and private organisations (Thunnissen et al., 2013a: 1745), and of late, there has been a notable influence of Asian based empirical work as

well as an active network of scholars operating across Europe (Mcdonnell et al., 2017: 92). Of significant concern is the lack of empirical-based efforts towards talent management within the African continent. By focusing on the CI specialist roles as an organisational talent within the Zimbabwe banking sector, this research provides insight into talent management practices from a Zimbabwean and African perspective.

Some critics argue that talent management is nothing more than rhetoric and it is difficult to institutionalise within organisations (Iles et al., 2010 as referenced by Mcdonnell et al. 2017: 94). This study is an opportunity to provide empirical evidence into how talent management is framed and practised within an organisational context.

The focus on the banking sector will contribute significantly both to talent management literature and competitive intelligence body of knowledge because the sector is considered as one of the most dynamic and competitive in the world. Bhide (1986: 60) observed that in the financial service industry, successful financial institutions do not focus on coming up with blockbuster products; but rather continuously forge a new chain of products, which are an improvement from the previous products. This is because competitive moves within the financial service sector rarely give long-lasting advantage due to the fungible nature of the resources (Bhide, 1986: 60).

Though some studies for CI and CI specialist role have been done in the banking sector across the globe (Domingues and Ribeiro, 2008; Wright et al., 2009; Mugo et al., 2012; Du Toit, 2013), Wright et al. (2009: 943) note that empirical studies regarding CI in the banking sector is minimal regardless of continent. From a talent management perspective, research has been focused on multinational and private organisations (Thunnissen et al., 2013a: 1745), and they are no empirical research done within the banking sector.

The outcome of the study will provide insight into the CI specialist role and talent management within the banking sector and identify problems and challenges with current practice. By providing empirically-based evidence, the research also aims to bridge the gap between researchers and the business managers (practitioners).

1.7 Chapter sequence

After this chapter, this document will follow the following sequence:

- Chapter 2 is a critical literature review regarding CI specialist as organisational talent and will culminate into a conceptual framework that is used as the basis for collecting

empirical data.

- Chapter 3 presents the methods and methodology used for the research. This includes the research strategy, sampling methods, limitation encountered during the research.
- Chapter 4 is a presentation of the research findings.
- Chapter 5 will discuss the research findings
- Chapter 6 will revisit the research questions in light of the findings and conclude the research

Figure 3 below shows a diagrammatical presentation of the chapter sequence for this research

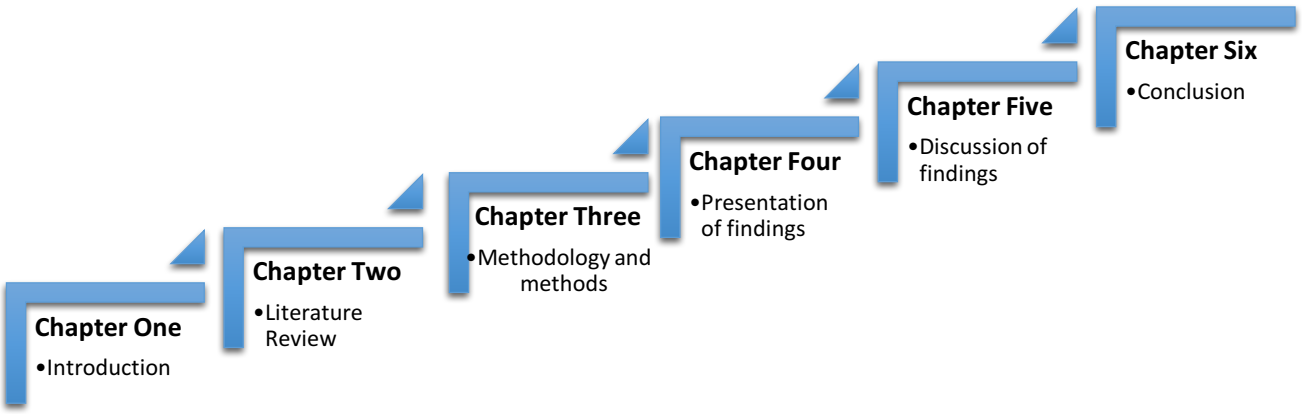

Figure 3 - Chapter sequence for this research

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will review existing concepts, models, and theoretical frameworks, thereby providing a platform and framework to relate this study to any previous findings and ongoing debates in the field of competitive intelligence specialists and talent management practice. Randolph (2009: 2) argues that without establishing the state and concepts of previous research, it becomes very difficult to establish how the new research advances the previous research. This is also echoed by Hart (2009: 1) who asserts that understanding the key concepts, theories, debates, issues and how they were developed helps the researcher in becoming an expert in the field. The literature review will culminate into a conceptual framework that will be used to address the research questions.

2.2 The role of the competitive intelligence specialists in implementing competitive intelligence

To understand the role of CI specialist, it is important first to define what CI is and how CI is implemented within the organisation. The following part of this literature review will briefly look at theoretical concepts of CI and the role played by the CI specialist in implementing CI.

2.3 Defining competitive intelligence

CI is considered to be a set of legal and ethical methods employed by an organisation to acquire actionable information about the competitive environment to facilitate decision making (Vedder et al., 1999: 109; Gray, 2010: 32; Colakoglu, 2011: 1616; Sharp, 2009: 18; Fleisher, 2004: 56). The competitive environment comprises of all the factors and components that affect the success of the business, and include customers, distributors, suppliers, technology, societal changes, government regulations, competitors, economy, substitutes, other industries, prospects, demographics, and legislation (as illustrated in Figure 4 below).

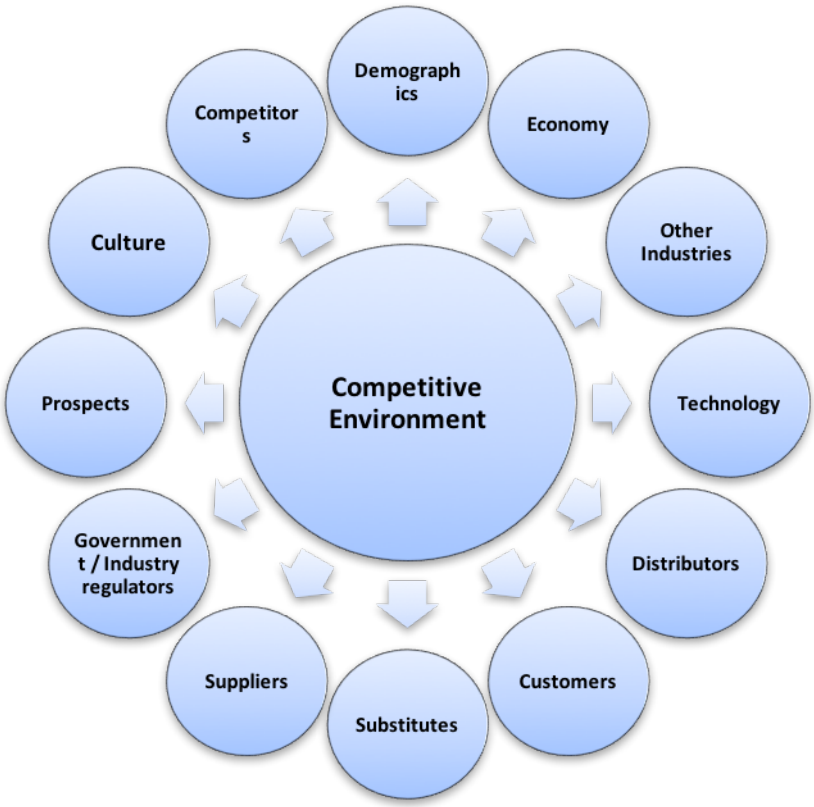

Figure 4 - The entire competitive environment. Diagram adapted from Sharp (2009: 38)

It is also crucial to make a distinction between information and intelligence, that intelligence is information that has been carefully filtered to make it valuable for decision makers (Kahaner, 1996: 20-21; Achard and Bernat, 1998). Simply put, intelligence is actionable information.

The presence of the words *legal* and *ethical* is quite crucial in defining CI, as it helps to address one of the common confusions where CI has been plagued with assertions that it is a euphemism for corporate espionage (Brody, 2008: 11; Wright and Roy, 1999: 53). Espionage is illegal and unethical, whereas CI is lawful and governed by a code of ethics (Richardson and Luchsinger, 2008: 42). The Society of Competitive Intelligence Professionals, a global membership organisation which acts as the governing body for CI professionals, emphasises the importance of adhering to the code of ethics when conducting CI (SCIP, 2013). The assumption in this research is that CI and corporate espionage are distinguished by legality and ethical boundaries.

CI, therefore, is a systematic, formalised and continuously evolving process which always attempts to second guess the competitive environment (Wright, 2005: 4), and should not be conducted in a random and unstructured manner.

2.4 Implementing competitive intelligence

The formal and structured implementation of CI within an organisation can be a major challenge if certain aspects within the organisation are not considered. It has been noted that certain cultural and structural issues specific to organisations make it difficult to have a single approach to implementing CI within an organisation, and therefore the implementation of the CI cycle must always be done in the context of the organisational culture, organisational processes & structure and the goals of the specific company (Global Intelligence Alliance, 2004b: 3; Saayman et al., 2008: 386), as shown in Figure 5 below.

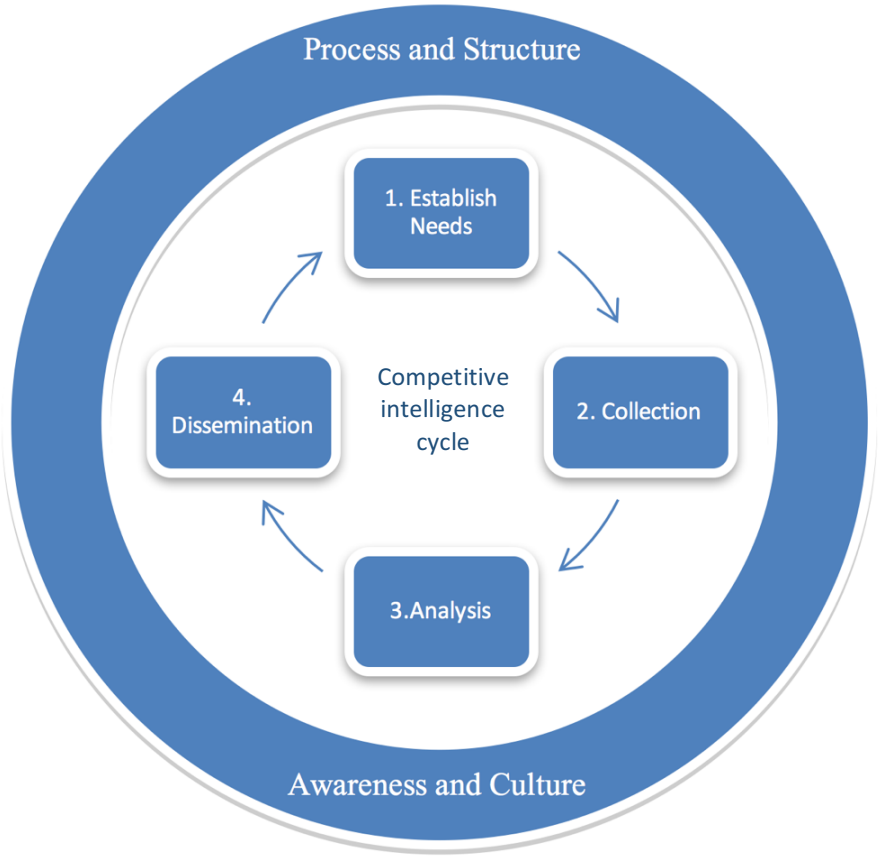

Figure 5 - Competitive intelligence cycle within the organisational context. Adapted from Saayman et al (2008: 387)

2.4.1 Awareness and culture

CI requires support throughout the organisation, and to achieve this there is need to develop awareness and participation within the organisation which promotes both information and intelligence sharing (Nasri, 2011: 65). Furthermore, developing a culture of competitiveness and exchange of knowledge among departments and individuals within the organisation is the

surest way to secure the survival of CI within the organisation (Pole et al., 2000: 25-31).

2.4.2 Process and structure

For members of the organisation to contribute effectively to CI, there is a need for supporting policies, procedures, and infrastructure towards the CI efforts (Saayman et al., 2008: 386; Nasri, 2011: 65). To ensure the intelligence gathering activities are carried out effectively and efficiently, an organisation should implement an intelligence infrastructure which consists of three parts: structural, technological and human resources (Vriens, 2004: 3).

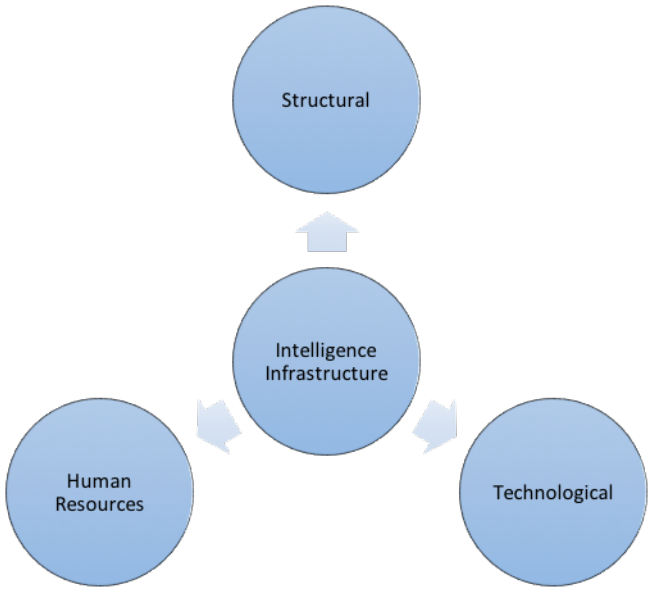

Figure 6 - Intelligence infrastructure (Vriens, 2004: 3)

The structural infrastructure refers to the definition and allocation of CI activities within the organisation. To implement CI in a formal and structured manner, it is important to define where the CI function or unit lies within the organisational structure (Du Toit and Muller, 2004: 1). Another important aspect of the CI infrastructure is having the necessary information technology (IT) to support the CI activities. Closely linked to an organisation's structural context for CI activities are human resources as a very important aspect. The next section will focus more on the human resources aspect concerning the role of the CI specialist.

2.5 The role of competitive intelligence specialists in competitive intelligence work

It is important to have the right people to manage the CI activities who can perform the intelligence activities in a professional manner because 'managing knowledge is 10% about technology and 90% about human resources (Global Intelligence Alliance, 2004b: 12). It can also be argued that having CI experts or specialists operating in each of the important functions

of the organisation like marketing, operations, human resources, information technology, legal, procurement and so forth can assist in building a comprehensive network of information covering all aspects important to the organisation (Bose, 2008: 524).

2.5.1 Who is the competitive intelligence specialist?

Who are these competitive intelligence specialists? The CI specialist can also be referred to as CI professionals (Michaeli, 2010: 3; Gilad and Herring, 2001: 30), and are responsible for transforming data and information into actionable intelligence; 'they select and filter information; they interpret the resulting evidence, put it into context, and tailor it to meet their policy-making' (Moore, 2002: 6).

2.5.2 Competitive intelligence specialist analysis levels

Moore (2002: 6) contends that the level of analysis performed by CI specialists can be categorised into four levels – descriptive, explanatory, interpretive, and estimative. Descriptive intelligence 'reports evidence by describing specific events or characteristics' (Moore, 2002: 14). CI specialists who excel in descriptive intelligence are 'expert at gathering and manipulating information to reveal the facts they report. Mastery of critical reasoning skills, coupled with mastery of information ordering, and lesser competency in pattern recognition abilities allows the selection, weighting, and manipulation of pertinent evidence' (Moore, 2002: 15). Explanatory intelligence seeks to explain why things are the way they are and 'is the result of a rationalised analytic process that employs methods of reasoning to reveal contexts for facts and inferences, including observations about patterns or changes in observed behaviour' (Moore, 2002: 16). To be successful at explanatory intelligence the CI specialist, therefore, requires critical reasoning and ability to link patterns. Interpretive intelligence interprets the 'significance of the observed phenomenon, making judgments about what has happened' (Edwards, 2001: 35). CI specialists make use of various tools and techniques to make sense of events, and analyse multiple possible interpretations (Moore, 2002: 21). Estimative intelligence involves 'making judgments about what might happen in the future as a result of observations and interpretations' (Edwards, 2001: 35).

Each of the four levels of analysis requires specific competencies (Moore, 2002: 13), and by matching the type of analysis against the competency required, a matrix of competencies can be deduced for each type of analysis (See table 2 below).

Competency			Type of analysis			
			Descriptive	Explanatory	Interpretive	Estimative
Abilities	Communicating					
	Thinking	Information ordering				
		Reasoning				
		Pattern recognition				
	Teaming and collaboration					
Skills	Critical Reasoning					
	Basic Literacy					
	Computer Literacy					
	Expression	Speaking				
		Storytelling				
		Writing				
	Research					
	Information Gathering & Manipulation					
	Project/Process Management					
Knowledge	Target	Associated culture				
		Organisational structure				
		History				
		Organisational strategy				
		Technology				
	Intelligence community / competitive environment					
	Regulatory framework					
	Customer Requirements					
	Analytic Resources					

High degree of acceptable competency
Middle degree of acceptable competency
Low degree of acceptable competency

Table 2 - Degree of core competencies required for different levels of analysis. Adapted with modifications from Moore (2002: 13)

From the competencies matrix above, it can be argued that for other types of analysis mastery of certain competencies is required while for other types of analysis lesser degrees of expertise is required for the same competencies. The dark green shading in Table 2 depicts that mastery is required for the specified competency, the lighter green shows that a lesser degree of mastery is required and the lightest green shade depicts that a basic level of competency will be sufficient for the analysis type. How then do you measure the level of mastery that a CI specialist has for a competency? The measurement of mastery of competencies still remains subjective, though the National Security Agency (NSA) of USA claim to have developed 'peer-based standards that measure the levels of [intelligence] analyst competencies' (Moore, 2002: 13).

2.5.3 The competitive intelligence specialist - a chess analogy

In an attempt to illustrate the level of expertise required by CI specialists to produce CI, Michaeli suggests an analogy between chess players and CI professionals, arguing that the skills required by a CI professional are similar to a chess player (Michaeli, 2010: 10). Chess is a board game for two players played on a chequered board, where the movement of each chess piece is constrained according to precise rules. The game requires strategic skills and opponents play in turns until one side is defeated or a draw is reached (also called stalemate). Chess is easy to learn and should take an average person a few hours to learn the framework and general flow of the game, but chess games can develop into highly complex encounters. A scientific study of chess shows that mastery in chess is a result of the player's ability to identify thousands of patterns in a chess game, the ability to know what a given situation is about and how to manoeuvre and outsmart the opponent (Michaeli, 2010: 10). Therefore, depending on the level of competency, chess players, as well as CI professionals, can be grouped into different levels of expertise: beginner, advanced, expert/master, and grand master (Michaeli, 2010: 10).

For a beginner chess player, only a few patterns are known, whereas a grandmaster has several thousand patterns to analysing situations in a chess game. In CI, the level of expertise also corresponds to the level at which the CI specialist can recognise several patterns or competitive situations. In Michaeli's words, 'the potential number of patterns for a competitive intelligence situation can be extremely high: microeconomic and macroeconomic parameters, company specific factors and others all define a unique competitive situation' (Michaeli, 2010: 12). The organisation's competitive environment, therefore, consists of several competitive moves and countermoves, and any point in time represents 'a unique set of parameters under which decisions have to be taken; patterns in the sense of unique competitive situations need to be analysed' (Michaeli, 2010: 12). The CI specialist, therefore, must be able to identify and act upon these signals and patterns to enhance decision making within the organisation (Wright et al., 2009: 942). In a study by Mero in 2002 (in Michaeli, 2010: 11), which focused on the relationship between expertise levels and cognitive patterns, he came up with a matrix which maps expertise levels against cognitive patterns (See Table 3 below).

Level	Beginner	Advanced	Expert/Master	Grand Master
Number of cognitive schemes/patterns	Several tens	Several hundreds	Several thousands	Several tens of thousands
Problem-solving approach	Complex, inappropriate	Straight forward, appropriate, insufficient	Complex, appropriate, professional	Complex analogies
Quality of professional communication	Unprofessional day to day logic	Tight, unsteady level	Correct content, formal	Intuitive, informal, comprehensive
Special terminology	Avoidance	Tries to …	Standard, expressive	Self-explanatory, descriptive
Thinking approach	Intuitive	Mixed hence often illogical	Rational	Intuitive
Consciousness level	Does not know what is unknown	Knows what is unknown	Knows what is known and the sources of knowledge	Knows what is appropriate
Prerequisite	Interest, some activities	Continuous study	Education, examination	Talent
Years to reach level		A few years	Approximately 5 years	Approximately 10 years

Table 3 - Levels of expertise and cognitive patterns (Michaeli, 2010: 11)

As shown in Table 3 above, a beginner only has few cognitive patterns, and the skills levels are quite basic. However, as the expertise level progresses towards grand master, the cognitive patterns increase, and the skills levels also become more polished and advanced. It is interesting to note that Mero (2002), as quoted in Michaeli (2010: 11), believes that the prerequisite of becoming a grandmaster goes beyond studying and formal education; it is a matter of talent.

2.6 Competitive intelligence specialist expertise as a talent

2.6.1 Defining the term 'talent'

The word talent was originally used as a unit of measure for weight or currency in the ancient world (Tansley, 2011: 267). In Greek, the word was 'talanton' which referred to a balance, a pair of scales or anything weighed. In the classical Latin, the word was 'talenta', and the plural was 'talentum' and referred to a weight of measure or sum of money (Online Etymology Dictionary, 2015). The word talent later entered the English language through the parable of the talents in the Bible. In Matthew 25: 14-30 of the Bible, a story is told of a man who, when travelling to a far country, called his servants and gives one servant five talents, to another he gives two talents and to another, he gives one talent and each *according to his abilities*. The Greek biblical version of the verse uses the word 'talent', whereby the New English Bible translates the word 'talent' as 'capital'. The term 'human capital' is commonly used by human

resources people today, which can be seen as synonymous with 'talent' (Tansley, 2011: 267; Dries, 2013: 274). Figure 7 below shows the etymology of the meaning of the word talent, as the meaning changed throughout the ages

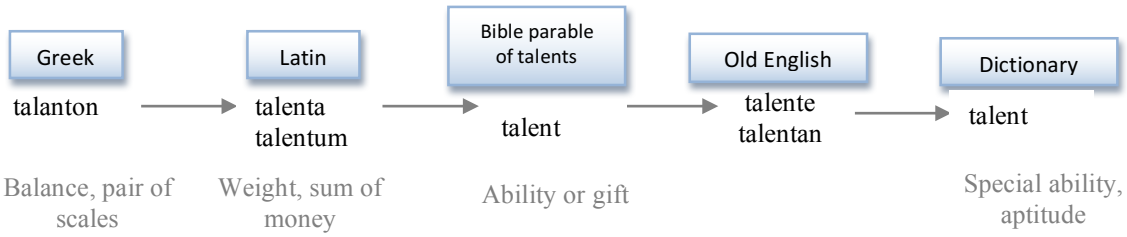

Figure 7 - Etymology of the word 'Talent'

It is interesting to note that the word 'talent' which started out as a unit of measurement has changed meaning throughout the ages, and today is defined as 'special ability or aptitude, with those seen as talented able to demonstrate outstanding accomplishments in mental and physical domains' (Tansley, 2011: 267). This, therefore, suggests that the word 'talent' today refers to individuals whose skills and abilities are exceptional, and can perform certain tasks that 'mere-skilled' individuals cannot achieve.

2.6.2 Talent in an organisational context

While many definitions of talent exist, there seems to be some difficulty in defining talent within the organisational context (Dries, 2013: 274; Thunnissen et al., 2013: 327; Tansley, 2011: 269). This is partly because talent tends to mean whatever a business leader wants it to mean (Gallardo-Gallardo et al., 2013:291), leading to organisational specific definitions of talent influenced largely by the type of industry or field (Tansley, 2011: 259). While these ambiguities around the meaning of talent remain, this review will focus on two dominant dimensions shaping modern day discussions on organisational talent. The first dimension focuses on which perspective of talent should be adopted based on differentiation of the workforce, whether to focus on a select group who are regarded as talent (exclusive approach) or to consider every employee as talent (inclusive approach) (Thunnissen et al., 2013a: 1750; Tansley et al., 2013: 339; Cappelli and Keller, 2014: 307).

<u>Inclusive approach</u>

The inclusive approach regards the whole organisational population as talent, and the talent management process involves identifying the strength in every employee that can potentially

add value to the organisation (Cappelli and Keller, 2014: 307).

Exclusive approach

The exclusive approach focuses on a select group of the organisation's population whose contribution is capable of differentiating organisational performance (Gallardo-Gallardo et al., 2013: 295).

The second dimension shaping talent management discussions is whether to focus on the individual people or the job. Should talent management start by identifying the talented (or high performing individuals) then fit them into the role? Or should talent management start by identifying strategic job positions that differentiate organisational performance and then fill them with the appropriate people? (Cappelli and Keller, 2014: 309; Jones et al., 2012: 399).

Talented individuals

The traditional approach to talent management has been anchored on identifying the talented individuals or so called 'A' players within the organisation or within the labour market (Thunnissen et al., 2013a: 1751; Tansley, 2011: 271; Gobet, 2013: 87). These talented individuals would normally rank high in terms of capability, and they contribute highly to the overall organisation's current and future performance (op. cit).

Key positions

Another school of thought, which seems parallel to the idea of focusing on the talented individual, has emerged and propels that focus should be directed at identifying those functions or job positions within the organisation that differentiate organisational performance. These functions or job positions have been referred to as strategic positions (Cappelli and Keller, 2014: 309; Thunnissen et al., 2013a: 1751; Mcdonnell et al., 2017: 104). This changes the focus from individuals to key strategic job positions as the differentiators of organisational performance. In fact, strategic talent management can be defined as those activities that identify 'key positions which differentially contribute to the organisation's sustainable competitive advantage…' (Collings and Mellahi, 2009: 304).

By combining these two dimensions of talent management namely *inclusive vs exclusive* and *talented individuals vs key positions*, a four-quadrant model, (as illustrated in Figure 8 below) which highlights four perspectives of organisational talent, can be derived (Iles et al., 2010: 181–2).

2.6.3 The four perspectives on talent

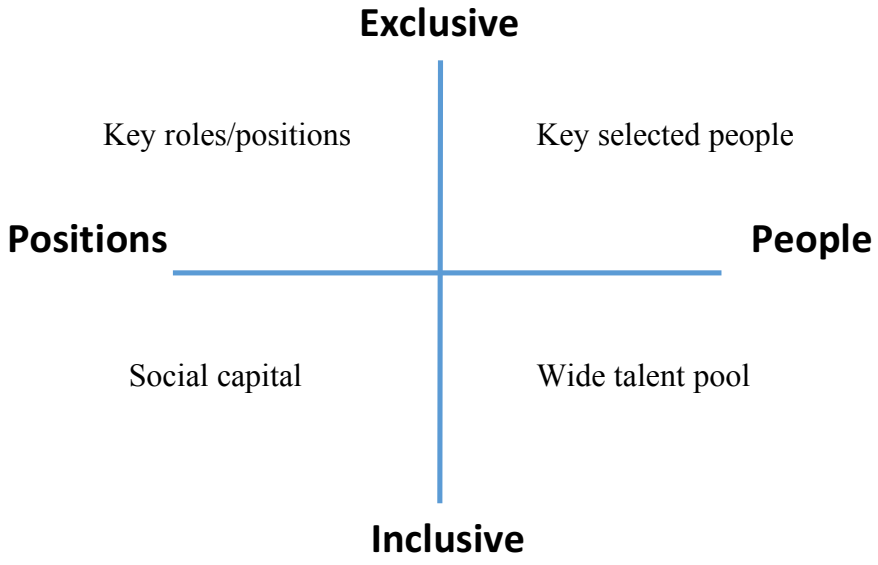

Figure 8 - Perspectives on talent management. Adopted from Iles et al. (2010: 181–2)

The *exclusive-people* perspective focuses on high performing individuals whose contribution differentiates organisational performance, and as such not everyone is considered as talented in the organisation (Iles et al., 2010: 181). The *inclusive-people* perspective takes the stance that everyone in the organisation has talent, and talent management is there to assist every individual employee to reach their full potential (Ashton and Morton, 2005: 30). The *inclusive-position* perspective advances the notion that talent is a form of human capital whose performance is linked to company-specific factors which include systems, process, internal network, leadership (Iles et al., 2010: 182). The fourth perspective is the *exclusive-positions* perspective, which is the premise for this research. This will be discussed in more detail in the next paragraph.

Exclusive-positions perspective

The exclusive-positions perspective was largely promoted by the work of Huselid et al. (2005: 111) who argues that the organisation must first identify the critical strategic positions that differentiate the organisation's performance and then resource them with the right talent. This research seeks to heighten this notion of exclusive-position talent management perspective. Findings from document 3 and document 4 of this DBA study indicate that CI is critical in guaranteeing an effective competitive strategy, thereby making CI specialist role a crucial

differentiator of organisational performance (Tawodzera, 2015; Tawodzera, 2016). This study, therefore, seeks to provide empirical research evidence aimed at justifying the exclusive-position perspective of talent management within the organisational context.

2.6.4 The CI specialist as a talent

Is the role of the CI specialist critical to the organisation? Can the CI specialist role be regarded a critical organisational talent?

The CI specialist role is critical and is at the centre of in the CI process. Without the CI specialist role, there would be no actionable intelligence. Sawka (1996: 49) provides a simple and yet comprehensive definition of CI and says 'CI is knowledge and foreknowledge about the competitive environment'. CI, therefore, generates knowledge about the current state of the competitive environment as well as predictive knowledge about the possible future state of the competitive environment. The generation of this knowledge anchors around the CI specialist role because 'managing knowledge is 10% about technology and 90% about human resources' (Global Intelligence Alliance, 2004b: 12). In his ground breaking work on knowledge workers, Davenport (2005: 27) argues that the type of work can be classified by looking at the complexity of the task and the level of interdependence as shown in figure 9 below.

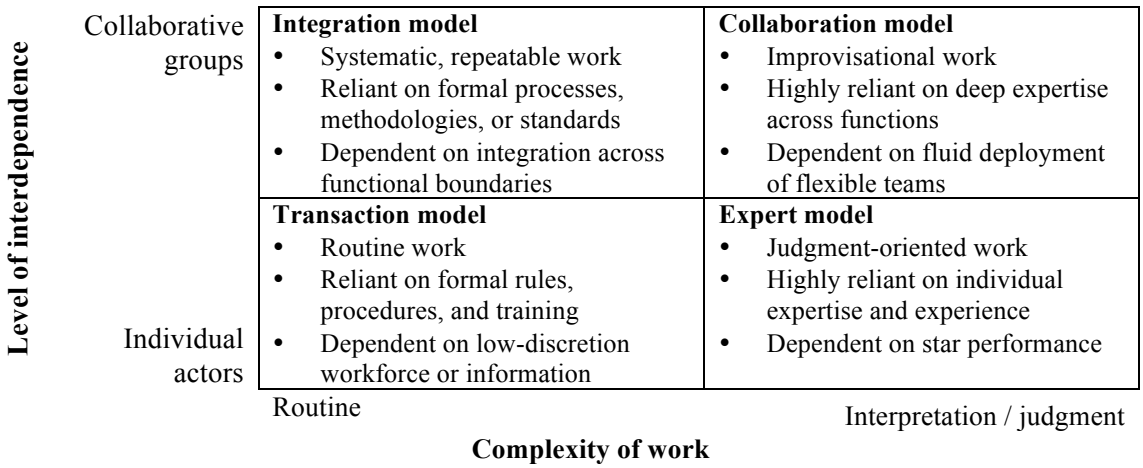

Figure 9 - Categorization of work using complexity of task and interdependence (Davenport, 2005: 27)

Less complex work tends to be routine, requiring very little discretion and relies heavily on formal processes and procedures. To achieve this kind of work requires one to be trained on the processes and procedures. As work becomes more complex, it becomes more judgement oriented and requires individuals with the right expertise and experience; it requires the right

talent. The CI specialist deals with unstructured information which comes in a myriad of forms including annual reports of competitors, customer or supplier feedback, industry experts, regulatory filings, trade show activities, photos, movies, sound (Taib et al., 2008: 26; Degerstedt, 2015: 34), and to transform the raw information into actionable intelligence is a complex process which requires interpretation and judgement skills.

A close look at the competencies required for different levels of analysis (see table 2) and levels of expertise for the chess analogy (see table 3) show a four-stage progression of competency levels from descriptive analysis to estimative analysis, and from beginner to grandmaster. By combining the chess analogy and the competencies required for different levels of CI analysis, a modified model can be derived as shown in Figure 10.

The model in Figure 10 below shows that the level of analysis progresses as the level of expertise also progresses from beginner to grand master. Logically, when a CI specialist progresses from a lower to a higher expertise or analysis level, the CI specialist still retains the lower expertise as well as gaining higher level expertise. In summary, when a CI specialist reaches the grand master level and is capable of conducting estimative analysis, it follows that the CI specialist is in a position to carry out descriptive analysis, explanatory analysis, and interpretive analysis.

The CI specialist role within the organisation must be able to effectively perform the full spectrum of CI analysis to accurately provide actionable intelligence. After all, a simple definition of CI is knowledge and foreknowledge about the competitive environment (Sawka, 1996: 49). Therefore, the descriptive, explanatory and interpretive levels of analysis provide management with knowledge about the current competitive environment, whereas the estimative level of analysis, also referred to as grand master level, provides the foreknowledge about the competitive environment.

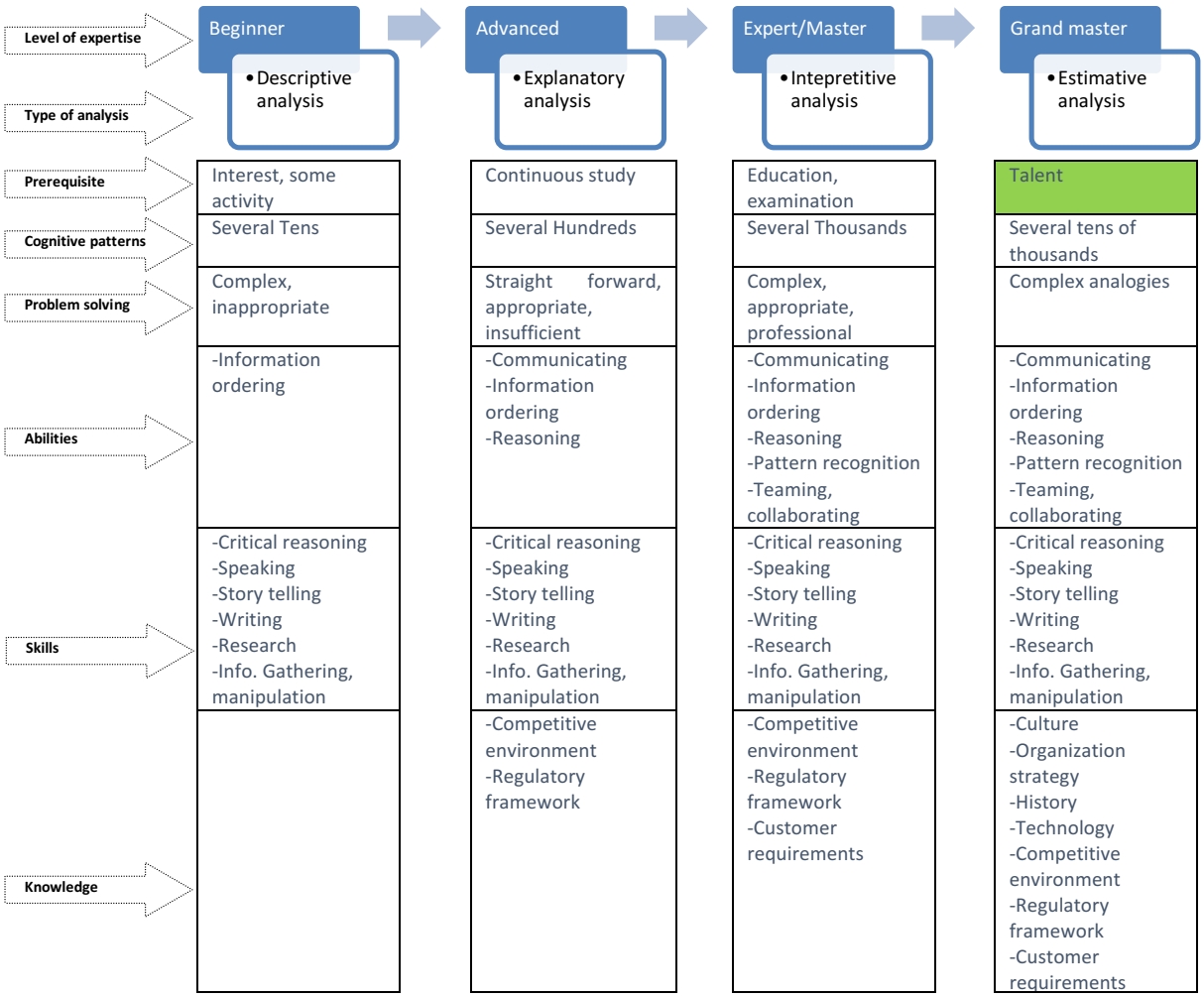

Figure 10 - CI specialist level of expertise and type of analysis - Adapted from the work of Moore (2002) and Michaeli (2010)

It can, therefore, be inferred that to perform the CI specialist role requires expertise and exceptional individuals who can turn a myriad of raw data into actionable intelligence. It is argued earlier that the CI specialist role requires exceptional individuals to effectively produce actionable intelligence, but does it have a significant impact on organisational performance? A definition of talent within the organisational context has been provided as:

'Talent consists of those individuals who can make a difference to organisational performance, either through their immediate contribution or in the longer-term by demonstrating the highest levels of potential' (Tansley et al., 2007: 102).

Therefore, the first thing to consider for any role to be classified as an organisational talent is whether it differentiates organisational performance. This is echoed by other academics; Lewis

and Heckman (2006: 145) assert that for talent to be meaningful within the organisation, it must be able to shape organisational strategy and not simply respond to implications of strategy. In the same fashion, Ross (2013: 168) argues that effective talent management within the organisation begins by identifying which competencies or, as in our case, which roles are crucial for organisational success and ensure they are dynamic and evolve with the organisation. Cappelli and Keller (2014: 309) refer to these competencies or roles that have the most significant impact on the organisation's performance as 'strategic jobs'.

Is the CI specialist role crucial for organisational success? Does the CI specialist role contribute significantly towards the performance of the organisation? The answer is 'yes' and can be supported by looking at the importance of CI towards the organisation's strategy and performance. In a proposition that advocates for a systematic approach to strategic management, Degerstedt (2015: 18) suggests that a firm's performance is determined mainly by its competitive advantage which in turn is influenced by the strategic choice, which is also influenced by the inflow of CI (See Figure 11).

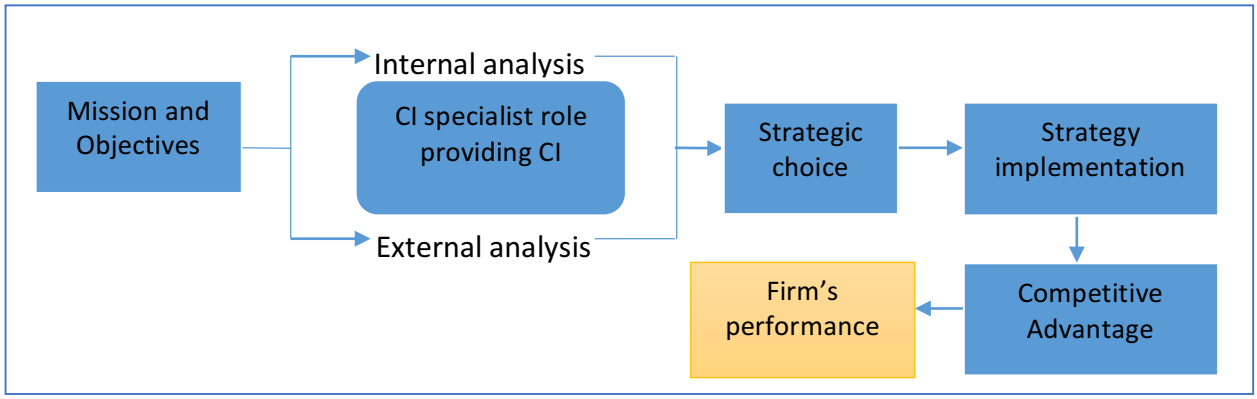

Figure 11 - A Systematic strategic management process (Degerstedt, 2015: 18)

The internal analysis helps identify the organisation's weaknesses and strengths and thus position the organisation to maximise its resources for better organisational performance. The external analysis helps identify opportunities and threats in the competitive environment, thereby relating the organisation's mission and objectives to the external world (Degerstedt, 2015: 18). Hughes (2005: 3) argues that competitive intelligence activities can be a source of competitive advantage in two ways. Firstly, the availability of the latest intelligence positively influences each stage of the strategy formulation process. Therefore, if the organisation can continuously get reliable intelligence, the competitive strategy can be easily adapted to the

changes in the competitive environment. This is quite relevant to the financial services industry in which competitor moves are generally easily imitated (Fahy, 2000: 96).

The organisation must, therefore, rely on the ability to continuously change the competitive strategy to meet the ever-changing competitive landscape. The continuous availability of accurate intelligence makes this process much more efficient and effective. Secondly, CI activities are implemented in the context of the organisation's unique structure, processes and culture giving rise to a socially complex context not easily transferred to another organisation. As a result of this, the evolution and continued existence of CI activity create mobility barriers (Barney, 1995: 53). In other words, CI activities generate a repository of knowledge accrued from competitive intelligence-specific experience (Hughes, 2005: 4).

The CI specialist role, therefore, provides actionable intelligence used to make informed strategic choice thereby making a significant contribution towards the differentiation of organisational performance.

This literature review has critically discussed various concepts from existing literature that support the notion that the CI specialist role deserves to be recognised as organisational talent. A conceptual framework that will inform the empirical research for this study has been deduced from this literature review and will be discussed in the section that follows.

2.6 Conceptual Framework

The literature review has enabled the conceptual research framework below (Figure 12) to be created and is it subsequently utilised to carry this study forward. The conceptual framework recognises the effect the external and competitive environment has on the organisation's CI and talent management practices. The competitive environment for the banking sector (or financial services sector) is quite dynamic because competitive moves in the sector rarely give long-lasting advantage due to the fungible nature of the resources (Bhide, 1986: 60). For the CI and talent management processes to be successful, the cultural and structural issues (organisational context) which include structure infrastructure, human resources, and technology infrastructure must be designed in a way that promotes such activities. Based on the premise that CI plays a key role in the formulation of competitive strategy, which in turn differentiates organisational performance, the CI specialist role is therefore taken as an organisational talent role. This is consistent with the exclusive-positions approach to talent management where the organisation must first identify the critical strategy positions/roles that differentiate the organisation's performance and then resource them with the right incumbents

(Huselid et al., 2005: 111; Collings and Mellahi, 2009: 307). The key attributes, skills, and competencies required to effectively carry out the CI specialist role should be identified to enable the organisation to fill the CI specialist role with the right talent. As argued in this literature review, one of the critical competence for a CI specialist is the ability to perform analysis of data at four levels namely: descriptive, explanatory, interpretive, and estimative levels (Moore, 2002: 6). The analogy between Chess and CI specialists show that the prerequisite of becoming a grand master (and being able to perform estimative analysis) goes beyond studying and formal education; it is believed to be a matter of talent.

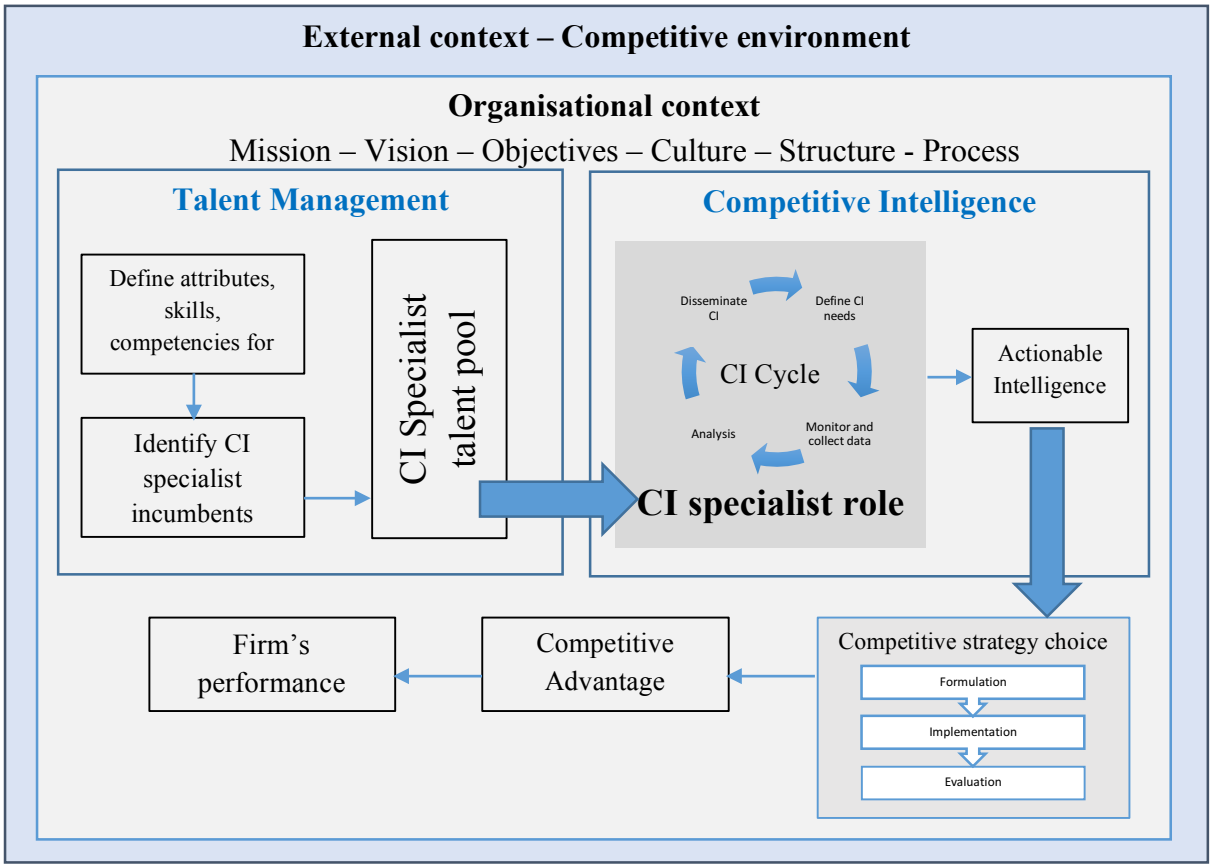

Figure 12 - Conceptual framework for CI specialist roles as a critical organisational talent (Developed from the literature review in this document)

Once the CI specialist incumbents have been identified for the CI role, they are categorised as organisation talent and included in the talent management system of the organisation. Effective competitive strategies enable organisations to remain ahead of the competition. From the conceptual framework, it is clear that a formal and structured approach to CI activities (conducted by the CI specialist) are a valuable input to the strategy process by enabling the decision makers to make relevant and well informed competitive strategies which give

competitive advantage. This conceptualisation of the CI specialist role links to the first research question (RQ1) of this study which seeks to determine the extent to which the CI specialist role is formalised at Steward Bank. The competitive environment is dynamic and competitive advantage can easily be eroded when the competitive landscape changes. The organisation must be able to shift the competitive strategy in anticipation of changes in the competitive environment. CI provides intelligence as the firm's resource required to keep in touch with the changing competitive environment, and thus make the CI specialist role a key strategic role.

The above conceptual framework, therefore, represents the theorisation of how the CI specialist role should be framed within the context of organisational talent, and thus relates to the second research question (RQ2) which seeks to explore the extent to which the CI specialist role is formally regarded as organisational talent at Steward Bank.

Therefore, the above conceptual framework in Figure 12 above will inform the design of the research methods and methodology. Five key elements can be identified from the conceptual framework to assist in answering the research questions, and are summarised in the diagram below.

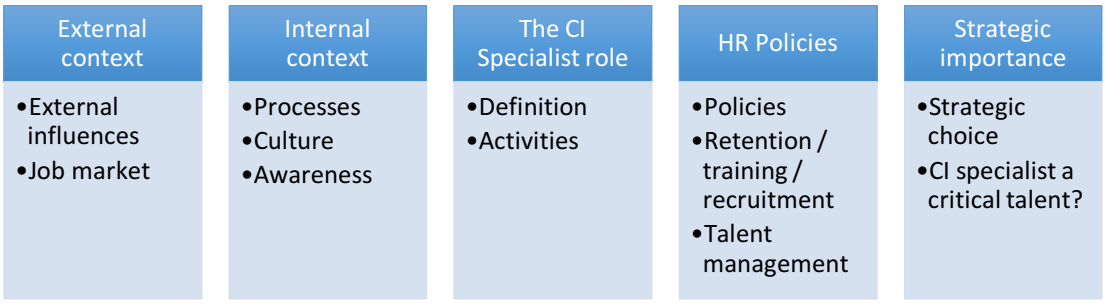

Figure 13 - Key elements for the research derived from the conceptual framework

These key elements form the basis of how the research interview questions were structured. The next chapter will discuss in detail the research methods and methodology chosen to answer the research questions, guided by the conceptual framework.

CHAPTER THREE: RESEARCH METHODOLOGY AND METHOD

3.1 Introduction

This chapter discusses the paradigm stance and research framework adopted to collect empirical data for the research. Creswell (2003: 3) and Cameron (2011: 100) argue that the researcher must take a paradigm stance and adopt a research framework which allows them to lodge their plans in ideas grounded in literature and recognised by the intended audience. This is because any methodological choices are driven by philosophical assumptions and theoretical perspectives about reality (Cameron, 2011: 100; Crotty, 1998: 2).

3.2 Research paradigm

Paradigm can be defined as a set of beliefs on how problems should be understood and resolved, and is largely determined by ontological and epistemological perspectives taken by the researcher (Anderson, 2013: 4). Ontology is concerned with the reality or things and how reality is constructed (Holden and Lynch, 2004: 398; Anderson, 2013: 4). Epistemology looks at how we come to know about that knowledge and nature of the relationship between the enquirer and enquired (Krauss, 2005: 758; Anderson, 2013: 4).

The research paradigm stance taken for this study is intepretivism based on the ontological assumption that reality is not rigid, but it is context and time dependent (Krauss, 2005: 759). The epistemological assumption for this paradigm is that knowledge is subjectively acquired and there exist many versions of reality depending on context, and there is greater opportunity to gain knowledge by placing people in their social context and see the world in their perspective (Anderson, 2013: 22; Holden and Lynch, 2004: 400; Kelliher, 2005: 123).

There are three major rationales for adopting an interpretive approach for this research. Firstly, this research seeks to establish how actors in the case bank, Steward Bank, frame the CI specialist role as organisational talent, and hence relies heavily on the views and experiences of the research participants. An interpretive approach, therefore, is appropriate as it supports multiple versions of reality and allows issues or aspects to emerge from what people say. Secondly, there is an acknowledgement from existing literature that the term ‘talent’ tends to mean different things depending on context or industry (Tansley, 2011: 259). An interpretive approach for this study allows context dependent aspects of talent and talent management to emerge without super-imposing theoretical frameworks from other contexts. Intepretivism is based on the premise that the world is not a given, instead, it is created by humans through

interaction and social relationships (Goldkuhl, 2012: 138). Thirdly, there are currently no studies conducted on talent management and CI specialists within the Zimbabwe banking system context. While the numerous studies carried out in Europe, America and Asia are significant and have helped come up with theories, concepts, and frameworks for the role of the CI specialist, other aspects may not necessarily be transferable or workable within the context of the Zimbabwe banking sector. An interpretive approach will allow theories and frameworks relevant to the Zimbabwe banking sector to be developed from collected data.

3.3 Research approach

The exploration of this study takes a qualitative research approach based on an interpretivist ontological perspective. The driving motivation behind qualitative research is the observation that the main thing which set humans apart is the fact that they can talk (Goodman, 2011: 9). And because this study seeks to explore how different actors within the Zimbabwean banking sector frame the role of CI specialist as a critical organisational talent for the effective implementation of competitive intelligence, the qualitative research approach is quite suitable because it is inherently exploratory (Bryman, 1984: 84), and allows the research phenomenon to be viewed from the perspective of the players in the Zimbabwean banking sector, i.e. the reality within that particular social, regulatory and cultural context. Berg (2001: 7) further asserts that studying humans in a strictly statistical fashion, using the quantitative approach, may fail to fit reality even though conclusions might be arithmetically correct, and qualitative approach addresses this by providing a means to access unquantifiable facts.

While the qualitative research approach can provide an in-depth understanding of a phenomenon, critics have questioned research legitimisation in terms of reliability, validity and lack of generalisation (MacLeod and Pennell, 1993: 536; Kelliher, 2005: 123). It is crucial to remember that qualitative research is quite different in its approach and purpose to quantitative research, and therefore the validation of research legitimisation for qualitative research cannot be done using the same measures as quantitative research. This means that the established criteria for scientific rigour for quantitative research cannot be applied to qualitative research (Malterud, 2001: 483).

From a qualitative research point of view, subjectivity arises when the effect of the researcher is overlooked (Malterud, 2001: 484). To further address the concern of research subjectivity, through the use of a computer aided qualitative data analysis software (CAQDAS), I managed to leave behind an audit trail which allows the data to be traced back to the source to ensure

confirmability of the research (Bitsch, 2005: 87). Also, this whole chapter on methodology provides a detailed documentation of the research process and why each methodological decision was made to ensure the dependability of the research can be appraised (Bitsch, 2005: 87).

The other grave concern with qualitative research which cannot be ignored is the claim that qualitative research lacks generalisation. Again it is important to remember that the qualitative research approach is based on the epistemological assumption that there exist multiple versions of reality depending on context (Anderson, 2013: 22; Holden and Lynch, 2004: 400; Kelliher, 2005: 123), and therefore, research legitimisation should focus more on transferability as opposed to generalization (Bitsch, 2005: 85; Malterud, 2001: 483). Transferability can be defined as the *'*degree to which research results can be applied to a context apart from where they were gained or with different subjects', and it shifts the burden of proof shifts from the researcher to the person who requires applying the research results (Bitsch, 2005: 85).

In this research, I have provided rich details about the research context (see chapter 1, section 1.3, 1.4 and 1.6), and also about the case study organisation (see section 3.4 of this chapter). All this is to assist potential users of the research in making transferability judgement of the research for other contexts.

3.4 The case study

In order to conduct an in-depth research, this study focuses on one of the commercial banks namely Steward Bank. A case study is particularly useful to gain an in-depth understanding of a phenomenon (Crowe et al., 2011: 1). Steward Bank was established in February 2009 as TN bank and quickly grew its branch network on capital offered by group subsidiaries of TN financial holdings (Steward Bank, 2017). In 2013, Econet Wireless, the largest communications company in Zimbabwe, wholly acquired TN Bank and rebranded its name to Steward Bank. The bank has an aggressive vision 'To become one of the biggest banks in Zimbabwe by customers and balance sheet size by 2019'. Steward Bank prides itself on being an innovative and technology-driven bank and is reflected in the mission statement which says 'We provide customised, innovative world-class products and services through convenient channels, technologies, and dedicated employees.' The bank has been recognised for its achievement to date through several accolades and awards. Some of the awards include 'Best retail bank Zimbabwe 2016' 'Best bank for card services 2016' awarded by Global banking and finance review. They have also been awarded 'Most digital banking product of the year'

(Fashina, 2016: 1). Steward Bank was chosen for this study for the following reasons:

- Steward Bank is a commercial bank operating in the Zimbabwean banking sector, and this study seeks to explore the importance given to the CI specialist role as an organisational talent within the Zimbabwe banking sector
- Steward Bank is a pure Zimbabwean indigenous bank with no foreign shareholding or influence. This is important because it will give a focused Zimbabwean perspective to the role played by CI specialists as a critical organisational talent. There is a great possibility that the foreign-owned banks may not entirely bring out the Zimbabwean perspective as policies may be pushed down to them from the foreign parent companies
- From the previous DBA document 4 research, Steward Bank expressed a keen interest in the area of research, and I managed to establish contacts with the top management thus allowing access to conduct further research.

3.5 Research strategy – frame analysis

In order to understand the role of CI specialist as a critical organisational talent, from the point of view of the Zimbabwe banking sector, frame analysis has been chosen. In defining frames, Cornelissen and Werner state that 'frames are knowledge structures that help individuals to organize and interpret incoming perceptual information by fitting it into already available cognitive representations from memory' (Cornelissen and Werner, 2014: 187). Frames also 'define boundaries and direct our attention to what events and text are relevant to our understanding of an issue or situation' (Creed et al., 2002: 36). Entman (1993: 52) suggested that frames help in defining problems, diagnosing causes, making moral judgements and suggesting remedies.

The first area in management where frames were used in research was on individual decision-making in organisations, and the emphasis was on understanding how individuals frame and sift the environment (Cornelissen and Werner, 2014: 186; March and Simons, 1958; Cyert and March, 1992). This is based on the assumption that 'individuals in organisations cognitively detect regularities in environments and compress them into much less detailed cognitive frames of reference or schemas, that then guide their perceptions, inferences, and behaviour' (Cornelissen and Werner, 2014: 187). The term frame analysis was coined by Goffman (1986) to define the process of analysing the individual's 'organisation of experience' (Hope, 2010: 3). In other words, frame analysis can assist in understanding a phenomenon from the perceptions and point of view of the research participants.

How then do we conduct frame analysis? The underlying assumptions behind frame analysis is firstly the belief that when people communicate they make conscious or nonconscious judgements guided by frames that guide their belief system; and secondly the words communicated contains frames 'manifested by the presence or absence of certain keywords, stock phrases, stereotyped images, sources of information, and sentences that provide thematically reinforcing clusters of facts or judgments' (Entman, 1993: 52). Therefore, a frame becomes a property of communicated text, and potions of a frame can be revealed in discourse and speech (Azad and Faraj, 2013: 122; Creed et al., 2002: 37).

In this light, frame analysis can be defined as an approach used to analyse text or communication to bring out the diverse idea elements and how these elements are linked together and help answer the question 'what is going on here?' (Creed et al., 2002: 37; Goffman, 1986). Therefore, frames can be uncovered through the analysis of communicated text or discourse, which also includes interviews (Azad and Faraj, 2013: 122). An interesting and useful development of frame analysis in the business context is that rather than focusing on frames as isolated individual knowledge structures, emphasis should be on the collective construction of frames within industries known as strategic frames. A strategic frame has been defined as 'a set of cause-effect understandings about industry boundaries, competitive rules, and strategy-environment relationships available to a group of related firms in an industry' (Cornelissen and Werner, 2014: 197). Strategic frames are constructed through social interactions between managers and employees in the same industry leading to a common way of viewing a phenomenon and therefore bind organisations to a way of thinking while at the same time perhaps blinding them to alternative ways (Cornelissen and Werner, 2014: 197). Therefore, frames can be constructed at the organisational level in response to the industry strategic frames. This study focuses on revealing frames at organisational level, i.e. at Steward Bank. If therefore, frames can be constructed at organisational level in response to industry strategic frame, this study will also be useful in providing an insight into the Zimbabwe banking industry strategic frames.

The research questions for this study can, therefore, be answered by identifying common frames, from the various participants, that shape how the CI specialist role is perceived in the context of organisational talent at Steward Bank. Gamson and Lasch (1983: 399) introduced a basic method of implementing frame analysis by way of a *signature matrix* which sorts specific idea elements from a text into categories such as metaphors, exemplars, catch phrases, depictions, visual images, roots, consequences, and appeals to principle. The assumption

behind this is that every frame has a distinctive signature and the signature elements are 'the concise signs via which a frame is revealed in practice' (Azad and Faraj, 2013: 123). The elements of the signature matrix can be divided into 1) rhetorical framing devices and 2) rhetorical reasoning devices as shown in Table 4 below.

Signature Matrix Rhetorical Devices		
	Rhetorical Device	**Definition**
Rhetorical Framing Devices	Depictions	Depictions show how the participants characterise the relevant subjects or aspects of the frame (Kwan and Graves, 2013: 14; Gamson and Lasch, 1983: 5).
	Metaphors	Metaphors can be defined as 'figure of speech through which we describe one thing in terms of another' (Landau and Keefer, 2015: 4). A metaphor consists of two components namely the 'target' or 'topic, and the 'source' or 'vehicle'. The target (topic) refers to the issue being discussed whereas the source (vehicle) is another object or event used to express a certain meaning about the target (Ottati et al., 2013: 2). For example, when one says *corruption is a disease,* corruption is the target (topic) whereas disease is the source (vehicle). Metaphors, therefore, are rhetorical devices in the form of imagined events or illustrations used to illuminate a viewpoint or a frame (Gamson and Lasch, 1983: 4; Gamson and Modigliani, 1989: 3)
	Exemplars	Examples are real past or present events to illustrate and bring clarity about a frame (Gamson and Lasch, 1983: 4; Gamson and Modigliani, 1989: 3; Loeb, 2015: 42).
	Catchphrases	Catchphrases are summary statements about an idea frame in the form of a tagline or slogan. Catchphrases are designed to try and sway opinions and views of others by use of a tag to highlight the idea frame (Azad and Faraj, 2013: 124).
Rhetorical Reasoning Devices	Roots	Roots refer to the causal of the frame, i.e. what is the underlying cause for this idea frame; where is it anchored? (Gamson and Modigliani, 1989: 3). These are the grounds or justification for the idea frame (Loeb, 2015: 43).
	Consequences	Consequences refer to the effect that the frame has. In other words, it is to say if this is not done or is done, this is the impact; The consequences in a frame are useful because 'by pointing to specific consequences, whether they are short or long term, it underpins the core position in the frame' (Loeb, 2015: 43).
	Appeal to principle	This is the set of moral claims or concepts that justify and supports the frame (Gamson and Lasch, 1983: 4-5; Gamson and Modigliani, 1989: 4). This emphasises general concepts and principles which the public or the business world believe in, and are used rhetorically to justify the frame.

Table 4 - Signature matrix rhetorical devices. Influenced by Gamson and Lasch (1983: 399)

Rhetorical framing devices reveal how a participant views a phenomenon, and the rhetorical reasoning devices provide justification why the participant takes that position.

3.5.1 Rhetorical framing devices

The rhetorical framing devices 'accentuate a given frame, making it noteworthy, vivid, memorable, and easily communicated triggering mental associations and rendering a situation quickly interpretable' (Creed et al., 2002: 40). The rhetorical framing devices consist of metaphors, exemplars, catch phrases, depictions, visual images (Creed et al., 2002: 40). Table

4 above explains in details what each of the rhetorical framing devices means.

3.5.2 Rhetorical reasoning devices

Rhetorical reasoning devices serve as argumentative devices to support the given frame and consist of roots, consequences and appeal to principle (Gamson and Lasch, 1983: 4; Gamson and Modigliani, 1989: 3-4). Table 4 above explains in details what each of the rhetorical reasoning devices means.

The first level employed in frame analysis is to identify the various frames from the point of view of the participants, by using a signature matrix to reveal how the participants frame the CI specialist role as a critical organisational talent from the participants' interview texts. The next level of analysis, therefore, identifies frames that are consistently shared by all or most participants across the organisation, and thus reveal how Steward Bank as an organisation frames the CI specialist role as organisational talent.

Therefore, in summary, the use of frame analysis, using a signature matrix was chosen as a suitable research strategy for this study for the following reasons:

- The study seeks to explore and understand how the research participants in the case study bank frame CI specialist activities as organisational talent. Frame analysis was useful in uncovering the cognitive representation in memory of the research phenomenon for individual participants
- The frame signature matrix provided me with a systematic and consistent method to identify ideas and concepts commonly shared among the research participants. Furthermore, by looking at rhetorical framing and reasoning devices making up a frame, it provided a way to triangulate the authenticity and consistency of the findings among participants
- Based on the assumption that organisational frames can be constructed in response to industry strategic frames, frame analysis, therefore provided insight into how the Zimbabwean banking sector, and possibly Zimbabwe as a country, views CI specialist activities as organisational talent

3.6 Sampling of research participants

In order to get meaningful data from the participants, there was a need to select those participants who contribute towards talent management and the CI specialist activities within

the bank. For this reason, the research adopted a judgement sample or purposeful sample which allows the selection of productive participants for the research (Marshall, 1996: 524). The nature of the research required in-depth interviews because the research phenomenon has no existing empirical research within the Zimbabwean context. In-depth interviews are best suited for purposeful sampling, and DiCicco-Bloom and Crabtree (2006: 317) iterates that purposeful sampling 'seeks to maximise the depth and richness of the data to address the research question'. The approach for this research, as shown in Figure 14 below, assured that the interview participants came from different levels of the organisation ranging from top executives, HR specialists, CI managers, and employees. By including employees involved in the CI specialist activities, the study provides a critical insight of talent management from a non-managerial point of view, and helps address a gap identified by Mcdonnell et al. (2017: 92) who lament the fact that most talent management empirical research tends to focus on interviewing top management and HR specialists.

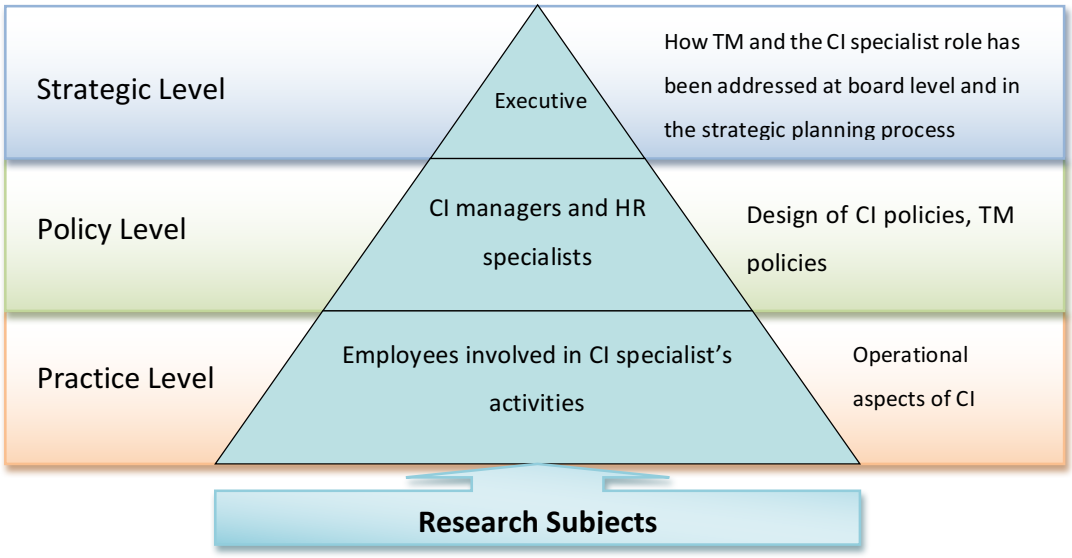

Figure 14 - Research participants approach

The method for identifying participants started by approaching the CEO of Steward Bank, who then referred two board members and the head of HR as research participants. After interviewing the head of HR, he, in turn, recommended seven heads of departments and two other HR specialists. The head of departments further recommended the appropriate subordinates under them, until the total research participants reached twenty-five (25). This type of purposeful sampling is known as snowball sample, which allows the participant sample to grow by requesting participants to recommend other candidates with relevant knowledge to

the topic of research (Marshall, 1996: 523; Groenewald, 2004:9; Fossey et al., 2002: 726). Figure 15 below illustrates how the snowball sampling unfolded for this research.

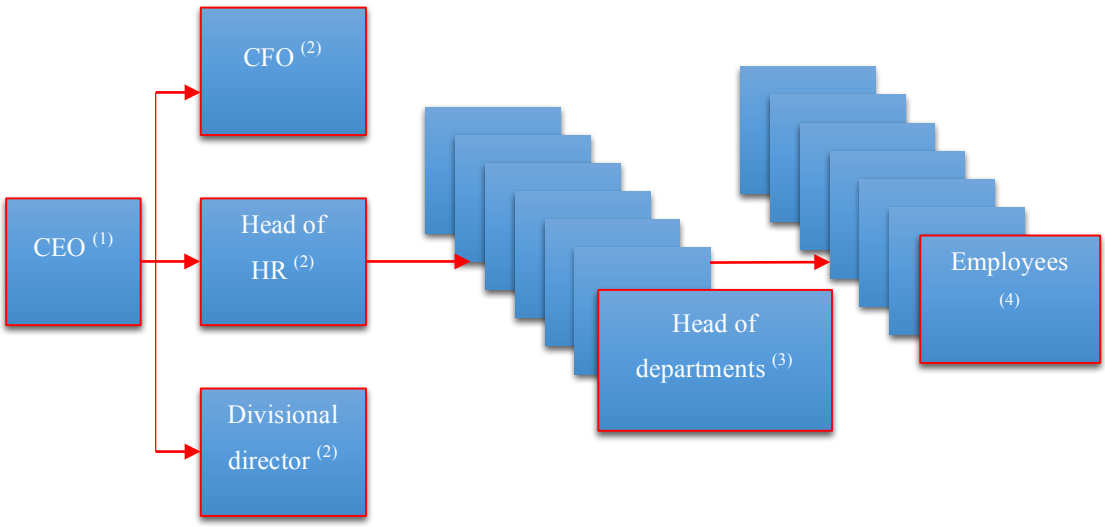

Figure 15 - How the snowball sampling unfolded to acquire the research

The danger of snowball sampling is the possibility of compromising the diversity of the sample because new samples are generating through existing ones (Ritchie and Lewis, 2003: 94). For this research, a criterion for the suitable research participants was laid out to mitigate this possible danger.

3.7 Research methods

For this study, interviews were selected as the main research method for collecting empirical data. Interviews can be defined as 'conversation with a purpose' (Berg, 2001: 66), and allow for a detailed focus on individuals and collection of empirical data about experiences, perceptions and point view. This is also reinforced by Fossey et al., who highlights that 'Qualitative research interviews aim to elicit participants views of their lives, as portrayed in their stories, and so to gain access to their experiences, feelings and social worlds' (Fossey et al., 2002: 727). Interviews also provided this study with first-person accounts which are difficult to gather using any other means (Goodman, 2011: 14). Semi-structured interviews which allowed for a more focused examination of research question by using an interview guide with predetermined questions was used to collect the research data. Aberbach and Rockman (2002: 674) correctly noted that elite people perceive closed-ended questions as too restrictive as they prefer to articulate their views, and for that reason, semi-structured interviews were preferable for this study to ensure the interviewees express themselves and articulate their views sufficiently. The interview guide used to conduct the interviews is shown

in Appendix 4.

3.8 Data collection

The issue of talent management and competitive intelligence is at the core of the company's competitive strategies which many companies hold in high secrecy. As a result, there is the possibility that participants in this case study bank, Steward Bank, could withhold information critical to the success of this research in a bid to protect organisational secrets. To diffuse these fears, the participants have been reassured of the confidentiality and anonymous treatment of the research data, and half a page of the introduction letter to the participant is dedicated to addressing confidentiality and privacy matters (See Appendix 3 for the introduction letter). The participants also signed a consent form (See Appendix 1 for a sample) before the interview to ensure voluntary participation.

3.8.1 Amendment of research questions

As the research unfolded, it became apparent that no specific CI specialist role or job position exists within Steward bank, but rather the CI activities are dispersed throughout the organisation. This meant that some of the original research questions could not be researched in their original form and had to be amended. The following research questions were amended as follows:

Research question 2 - 'To what extent is the CI specialist role formally regarded as organisational talent?' was amended to 'To what extent are those individuals undertaking CI activities formally regarded as organisational talent?'

Research question 3 - 'What talent management frameworks are in place to effectively manage the CI specialist role?' was amended to 'What talent management frameworks are in place to effectively manage individuals undertaking CI specialist activities?'

The amendment of the research questions did not affect the overall goal of the research which is to explore how those who undertake competitive intelligence are framed as organisational talent.

3.8.2 Audio recording

All the interviews were digitally recorded using an audio recorded from a smartphone with the consent of the participants. This proved quite convenient as it allowed more focus on questions and answers rather than focus on taking notes, and furthermore because the interviews could be transcribed word for word, it brought accuracy to the interview report (Opdenakker, 2006:

3-4). The other advantage gained by digital audio recording is that it allowed for indexing of recording with time markers (McLellan et al., 2003: 73).

3.9 Data analysis

Qualitative data analysis can be defined as a range of methods used to sort, organise, index and interpret qualitative data, and requires the researcher to develop skills in data interpretation and coding (Rambaree, 2007: 2).

3.9.1 Choosing a computer aided qualitative data analysis software

The interview process produced huge volumes of data, more than 19 hours of audio, which required to be organised and analysed into meaningful findings. A computer-aided qualitative data analysis software (CAQDAS) was chosen and assisted in facilitating electronic storage, sorting, search, data retrieval, and recording of source details for coded data. Wickham and Woods (2005: 688) argue that the use of a CAQDAS helps the reader to retrace the logical steps of the researcher leading to the research conclusions, and similarly, for this research, the CAQDAS made it possible to keep an audit trail of how the research findings were reached.

After looking through a couple of CAQDAS (which included NVivo, Atlas.ti, MaxQDA), MaxQDA was adopted to assist in the analysis process because the user interface was much simpler to work with and seemed to support interrelationship of data, memos, codes much better than the other software. It is important to remember that no matter how good software is, it cannot do the qualitative analysis for the researcher (Gale et al., 2013: 7; Rambaree, 2007: 3).

3.9.2 The analysis process

An analysis model, as shown in Figure 16 below, developed based on numerous qualitative analysis literature (Strauss, 1987; Thompson, 2002; Srivastava and Hopwood, 2009; Rambaree, 2007) was used for the analysis of data. The qualitative analysis process can be divided into two aspects namely the mechanical aspect of the analysis and the conceptual aspect of the analysis (Thompson, 2002).

The model makes use of software for the mechanical aspects of the qualitative analysis, which include all processes that support the analysis process like coding selected texts, searching data for key texts, generation of reports, storage and sorting of data. The conceptual aspect of the analysis involves iterative processes of analysis done by the researcher to discover patterns and

interrelationships from the data (Gibbs et al., 2002: 4). The analysis model allowed for a reflective iterative process which brought rigour and a systematic approach to the analysis, also making it easier for the reader to retrace the logical steps of the researcher leading to the research conclusions (Wickham and Woods, 2005: 688). Srivastava and Hopwood (2009: 77) rightly emphasised that the role of iteration as a deeply reflective process is key to developing insights and meaning from the data.

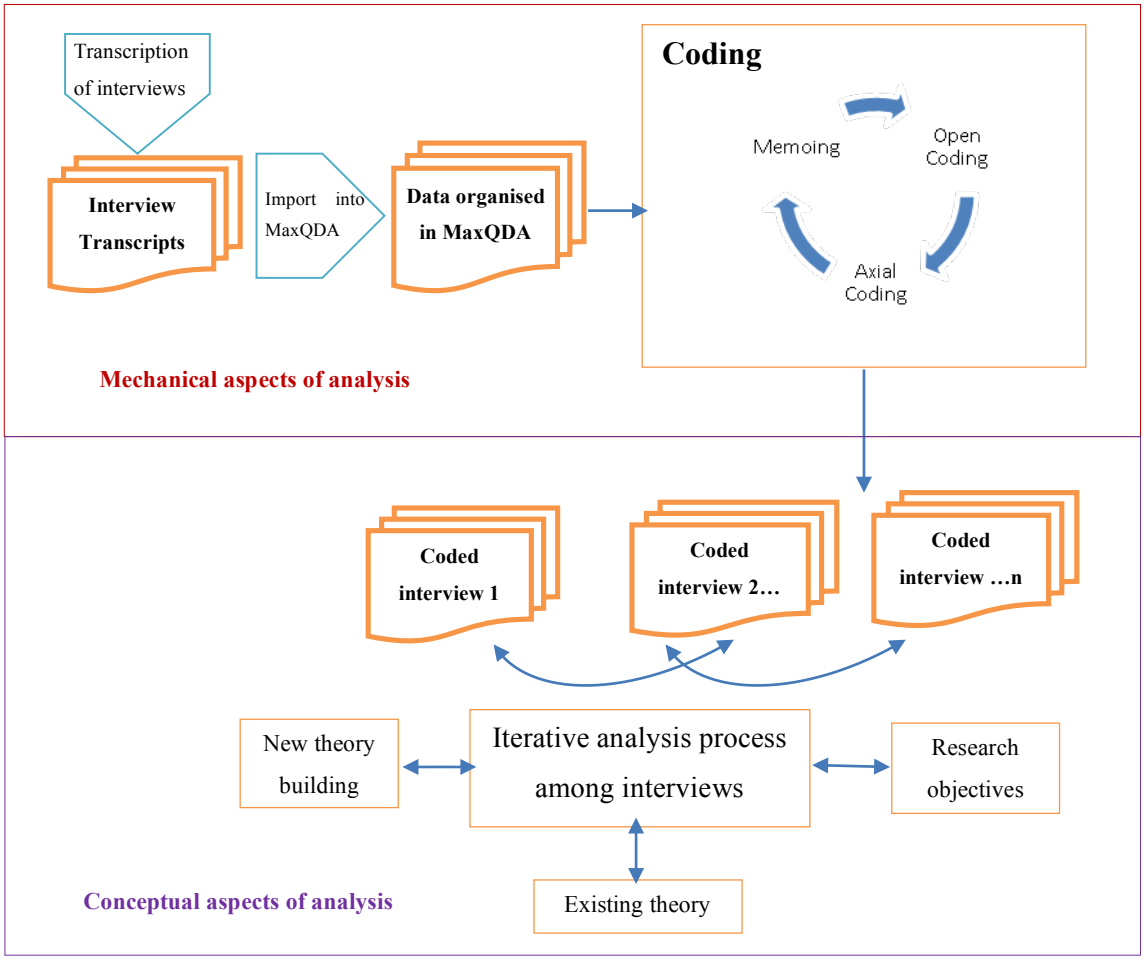

Figure 16 - Model for analysis of qualitative data. Developed from numerous concepts and theories from literature (Strauss, 1987; Thompson, 2002; Srivastava and Hopwood, 2009; Rambaree, 2007)

Transcription of qualitative data, in this case, semi-structured audio recorded interviews, was the first step in qualitative data analysis (Bailey, 2008: 129).

Transcription

The study produced more than 19 hours of interview data, from 25 participants, which required to be transcribed. I enrolled the services of an online professional transcription service called

gotranscript.com to transcribe the interview data from digital audio files. The use of professional transcription services is also recommended by McLellan et al. (2003: 72) as it improves the accuracy of the transcripts. The transcripts were delivered in the form of a Microsoft Word document, and the researcher proof-read by listening to the audio recording again.

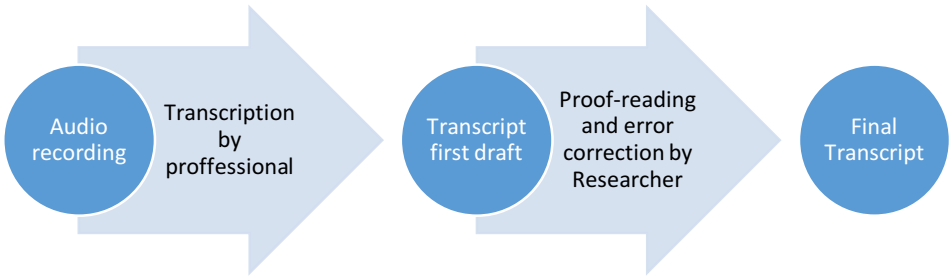

Figure 17 - Transcription process

Figure 17 above summarises the process adopted for the transcribing the audio recorded semi-structured interviews.

Organising the data using MaxQDA

Once the interviews had been reduced to a Microsoft Word document, they were easily imported into MaxQDA software using a document import featured which allows interview transcripts to be grouped and stored. The next step of the analysis was to perform coding of the interview transcripts with the help of MaxQDA software features.

Coding

In qualitative analysis, a code can be defined as 'a word or short phrase that symbolically assigns a summative, salient, essence-capturing, and/or evocative attribute for a portion of data' (Saldana, 2009: 3). The first step in coding the data was to read each interview script word by word and line by line and identify themes emerging from the data and group them into categories. This is also known as **open coding** (Hoepfl, 1997: 52). Themes which appeared to be similar were grouped into the same category, in some cases had to further create sub-categories to properly group the themes emerging from the data. Strauss (1987: 30) suggested some rules of thumb which a researcher should consider when engaging in open coding for qualitative data. These rules of thumb were used for the open coding of the interview scripts

and found to be quite useful in making the coding more systematic and thorough; the rules of thumb are shown in table 4 below.

1. Look for in-vivo codes, terms used by the people who are being studied.
2. Give a provisional name to each code, in-vivo or constructed. Do not be concerned initially about the aptness of the term - just be sure to name the code.
3. Ask a whole battery of specific questions about words, phrases, sentences, actions in your line-by-line analysis.
4. Move quickly to dimensions that seem relevant to given words and phrases.
5. These dimensions should quickly call up comparative cases, if not then concentrate on finding them.
6. Pay attention to the items in the coding paradigm, as previously listed.

Table 5 - Rules of thumb used for open coding (Strauss, 1987: 30)

The open coding process is very simple when using MaxQDA and can highlight a word or a phrase from the interview transcript and choose to save it under a new code or an existing code.

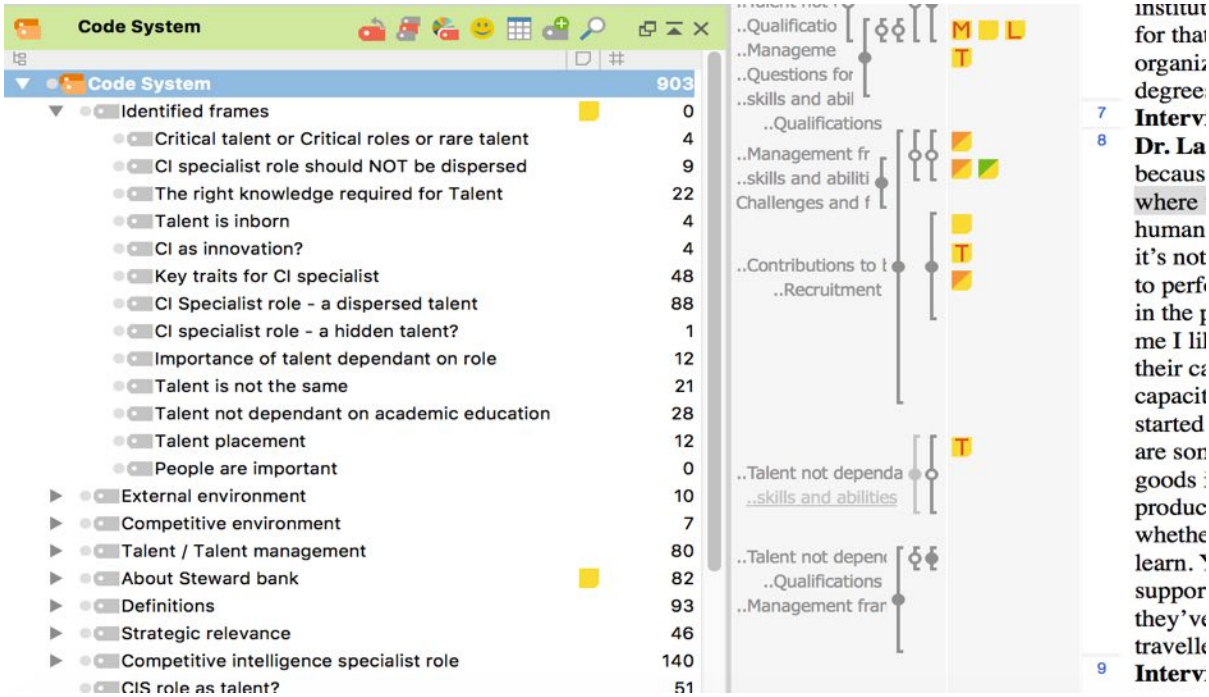

Figure 18 - MaxQDA code system

MaxQDA also allows for colour coding of different codes. All the open coding done using MaxQDA ends up under the software's "Code system" where it is organised for retrieval and

use. Figure 18 above shows a snapshot of how all the coding is organised under the code system in MaxQDA software.

The next step in the analysis involved re-analysing the categories and sub-categories created during the open coding process to determine how they are linked. This process is also known as **axial coding** (Hoepfl, 1997: 52). According to Strauss and Corbin, 'the purpose of axial coding is to begin the process of reassembling data that were fractured during open coding. In axial coding, categories are related to their subcategories to form more precise and complete explanations about phenomena' (Strauss and Corbin, 1998: 124). For the axial coding process, one category was picked at a time and analysed in relation to other categories and sub-categories. This process also helped in identifying the **core categories** from the coding which are also referred to as **frames** in this study. The core categories are usually made up of those codes which are relevant to the research problem being investigated or the main theme of the research (Strauss, 1987: 35). To determine which categories could be classified as core, some criteria suggested by Strauss (1987: 35) was used. These criteria, shown in figure 19 below, helped identify the core categories in a more systematic and rigorous manner.

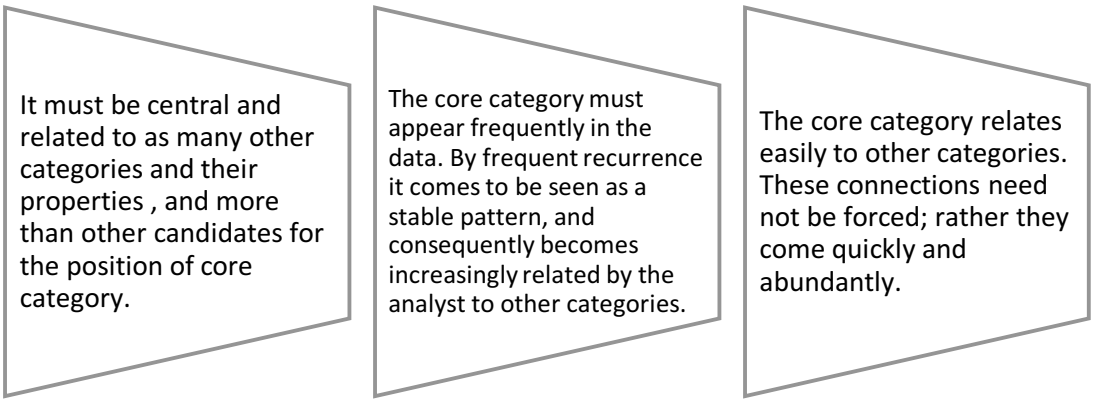

Figure 19 - Criterion used to identify core categories during axial coding (Strauss, 1987: 35)

The axial coding process helped to build a conceptual model from the research data and also to determine if the data was sufficient to support understanding (Hoepfl, 1997: 52).

Conceptual analysis process

Paull et al. (2013: 1) assert that after the coding process, the researcher must determine the most suitable way to interpret the data being examined and adopt an approach most suitable for the phenomenon being investigated. The approach chosen for analysis and interpretation of

data is that of frame analysis using a signature matrix of rhetorical framing devices and rhetorical reasoning devices.

Concluding remarks

This chapter has discussed the approach and processes used to collect and analyse research data for this research. The next chapter will present the research findings from Steward Bank, the case study organisation.

CHAPTER FOUR: FINDINGS

The lack of talent management systems, where professional rather than leadership talent is recognised, has been an enduring gap in both research and practice since McKinsey consultants first published their report on 'The war for talent' (Chambers et al., 1998) as a response to rising competitiveness between organisations globally. In this study, by focusing on the CI specialist activities, this gap was addressed by exploring how such seemingly critical talent roles, which are outside the usual talent management focus of leadership talent, are handled in practice. A major finding of this study is that it appears to be the case at Steward Bank that strategically important competitive intelligence activities are not embedded in *specific roles*, but rather, in specific activities which are be *dispersed across many roles*.

The use of a signature matrix in the identification of frames

The identification of the frames being enacted by the actors in the case study is used here to illuminate how Steward Bank as an organisation frames the research phenomenon. This illumination occurred through the analytical use of a 'signature matrix' consisting of two elements: rhetorical *framing* devices and rhetorical *reasoning* devices. Four rhetorical framing devices are used here to reveal the frames interviewees used: *metaphors, exemplars, catch phrases* and *depictions*. Three rhetorical reasoning devices were chosen as analytical tools to identify areas of justification for the positions interviewees took: *roots, consequences* and *appeal to principle*. Table 6 below summarises the definitions of the rhetorical framing devices and rhetorical reasoning devices as previously discussed in Chapter 3 (section 3.5) of this document.

Signature Matrix Devices used for Analysis of Findings		
	Rhetorical Device	**Definition**
Rhetorical Framing Devices	Depictions	Depictions show how the participants characterise the relevant subjects or aspects of the frame (Kwan and Graves, 2013: 14; Gamson and Lasch, 1983: 5).
	Metaphors	Metaphors are synonyms, analogies or figure of speech that are used to clarify or illuminate a viewpoint or a frame (Landau and Keefer, 2015: 4; Ottati et al., 2013: 2; Gamson and Lasch, 1983: 4;Gamson and Modigliani, 1989: 3).
	Exemplars	Exemplars are real life examples that are used to illustrate how the frame or phenomenon has been experienced in practical terms or how it can manifest itself in practice (Gamson and Lasch, 1983: 4; Gamson and Modigliani, 1989: 3; Loeb, 2015: 42)
	Catchphrases	Catchphrases are well-known phrases, slogans or sentences commonly associated with a frame (Azad and Faraj, 2013: 124)
Rhetorical Reasoning Devices	Roots	Roots refer to the causal analysis of the frame and present the grounds or justification for the frame (Gamson and Modigliani, 1989: 3; Loeb, 2015: 43)
	Consequences	Table relates to effect or impact that frames in use might have (Loeb, 2015: 43).
	Appeal to principle	This is the set of moral claims or conceptual frame, that rhetoricians in the business world or which the public believes in and supports (Gamson and Lasch, 1983: 4-5; Gamson and Modigliani, 1989: 4).

Table 6 - Signature matrix rhetorical devices. Influenced by Gamson and Lasch (1983: 399)

Each rhetorical framing and reasoning device was of value to the task of analysing data and identifying how participants frame the phenomenon under research. In order to provide ease of reading, each rhetorical framing and reasoning device will be identified by the use of superscripts. For example, metaphor will be shown by ^{metaphor}, example will be shown by ^{example} and so forth.

Frame propositions from findings

Identifying frames from the research participants also enabled the unveiling of a number of judgement and opinion expressions, and these are presented here as *frame propositions* in order to inform the guidelines for practice to be discussed in chapter 5. A proposition is a statement that expresses an opinion or a 'single potentially testable component of a theory' (Lynch, 2013: 7). Therefore, for this study, frame propositions will refer to judgement or opinion expressions derived from a frame. Frame propositions will be constructed for each frame presented in this chapter.

4.1 The structure of the chapter

This chapter is structured as follows. Firstly, an overview of the 'working definitions' of what the interviewees took the notion of talent to mean in their organisation is presented. Secondly, the context of talent management practice at Steward Bank is described, and this sets the tone

for the detailed presentation of the findings. This begins with a reminder and explanation of each of the research questions, followed by a presentation of the related findings.

4.2 The different elements in defining talent in Steward Bank

The term talent is defined in different ways by the participants. Firstly, according to the head of HR, talent is defined as follows:

> *Talent to me is the people and looking at the skills and the abilities that people have…* [depiction] (Head of HR).

This outlook on talent is consistent with the object approach to talent which views talent as attributes possessed by individuals such as ability, competencies, knowledge and skills (Thunnissen et al., 2013: 27). What is missing here, however, is any notion of *special* skills or abilities that are characteristic of descriptions of organisational talent, found in the literature and suggested by other participants. Another participant, the Divisional Director of Retail, also did not mention this special character of talent when he defines talent as the ability to execute in a given setting. For the Product Development Officer, talent is *the ability to do something well,* and the Head of Corporate Affairs also takes the definition of talent further than just having an ability:

> *…first is ability, but with that, there's got to be a unique application of that ability in order for you to be considered talented … For me, talent is an ability but there's something that you're doing with that ability that sets you apart from everybody else…* [depiction] (Head of Corporate affairs).

A few examples were given by the Head of Corporate affairs from the non-business world as illustrations:

> *Say, for example, you know those people who do those rubber balloons, the animal shaped balloons? Anybody can blow a balloon, anybody can put a twist in that balloon, but it takes somebody with talent to create a giraffe. Because that becomes a unique application of that ability* [example].
>
> *Anybody can kick a football, but only Messi can score goals like Messi* [example].
>
> *Yes, I can sing, but Sade is a talented singer, she can do things with her voice that I can't even imagine. That makes her talented* [example].

Therefore, this framing of talent seems to suggest that talent is not merely about attributes such as skills and ability (as suggested by Thunnissen et al., 2013: 27), but, rather, that talent is also about the application of that ability. This extends the meaning of talent from being just about *what one possesses* to be about *how one uses or applies what they possess*.

Talent as innate or acquired

Many of the participants defined talent either as a natural ability or gift someone is born with:

> *I think it's more of a natural ability to do something* (Innovator).

> *It's just having a natural gift* (Graduate Trainee Business Intelligence).

Furthermore, some of the participants for this study have the view of talent as a gift from God. The MIS analyst said the following about talent:

> *…we normally look at a talent from a perspective where we say, this is a gift from nature or a gift from God…* (MIS Analyst).

This could possibly be attributed to the fact that Zimbabwe is predominantly a Christian country, with the Zimstat (2016: 7) report estimating that 73% of the population are Christians.

There were also perceptions, from the research participants, that talent can be acquired through practice, and when asked about the acquisition of talent in relation to the CI specialist activities, an Innovator stated that:

> *If you practice on how to analyse data and research often, you can do it.* (Innovator).

> *If I can identify what I'm good at, the more I practice, the more of an expert I become at it* (Innovator).

This notion of talent being acquired through practice is supported by other participants who had this to say concerning CI specialist activities:

> *Yes. I think it [talent] can be taught* (Product Development Officer).

> *Yes, so talent, I suppose one can be born with a certain talent, but it can be enhanced, you can improve on it* (Credit Manager).

This framing of talent resonates with the theory of deliberate practice based on the assumption

that 'the amount of time an individual is engaged in deliberate practice activities is monotonically related to that individual's acquired performance' (Ericsson et al., 1993: 368). Deliberate practice is defined as 'engagement in structured activities created specifically to improve performance in a domain' (Macnamara and Oswald, 2014: 1), and upholds the generally accepted rule that the minimum amount of experience required to gain expertise, or levels regarded as talent, in a domain is either ten years or 10,000 hours of practice (Ericsson et al., 2007: 5; Gladwell, 2008: 47; Kahneman, 2011: 238). Proponents of deliberate practice suggest that focused practice in any expert field over a prolonged period leads to exceptional levels of expertise, and can reach grand master competency levels or simply be recognised as 'talent' in that domain. It was also noted by Tansley (2011: 273) that at GE, there was more success in parts of the organisation where leaders stayed in the same place for long periods and less success where the turnover was high, and this demonstrated the need for 'appreciation of the ''raw'' amount of time required for people to attain mastery of a topic' (Tansley, 2011: 273).

The notion of talent as an "inborn" ability has dominated the talent debate with counter-proponents arguing that talent can be acquired and is not necessarily innate (Thunnissen et al., 2013: 327; Gobet, 2013: 81). Others have argued that talent can both be innate and acquired, and that 'a balanced view of talent as both innate and learned' (Tansley, 2011: 273) is required and not to view the two as opposing views. This is reflected by the comments by the Credit Manager above who seems to take a balanced view of talent as both innate and acquired, i.e. talent can be inborn, but it can be enhanced and improved.

From the above meta-analysis of the different ways in which talent was defined at Steward Bank, the following proposition statements can be derived:

Proposition 1: Talent can be defined as a gift from God in a Christian country such as Zimbabwe.

Proposition 2: Talent can be defined as a **unique application** of ability

Proposition 3: Talent for specialist activities like CI can be acquired through practice

4.3 The context of talent management practice in Steward Bank

Steward Bank has a formal talent management system which primarily focuses on key strategic roles, which only includes senior managers and head of departments, thus leaving out non-leadership and professional roles. Like Collings and Mellahi (2009: 304), the Chief

Financial Officer (CFO) suggested that talent should be linked to roles and their strategic relevance to the organisation:

> *…there are roles of a strategic nature, there are roles of a critical nature, so those roles of a strategic nature are very, very critical. If you look at where we are going … There is so much focus on delivering our products using alternative delivery channels. Because of that, we find that the likes of the IT section, it means there is key talent, our business intelligence, management accounting function … our strategy and business development function is very key* (CFO).

The emphasis from the CFO is to identify those roles of a strategic nature within the organisation that heightens organisational performance. Such functions or job positions that heighten organisational performance have been referred to as 'strategic positions' (Cappelli and Keller, 2014: 309; Thunnissen et al., 2013a: 1751; Mcdonnell et al., 2017: 104). For Steward Bank, all heads of department positions are considered as critical and strategic:

> *My heads of departments they become critical resources. With that, I will have to then identify potential successors for those people* (Head of HR).

Steward Bank, therefore, tries to ensure that the strategic positions are filled with the right talent and that there is potential talent in line for succession. To identify the right talent for these strategic roles, the talent management system is anchored on what Steward Bank calls their 'Talent Mapping Value Chain' (See figure 20 below).

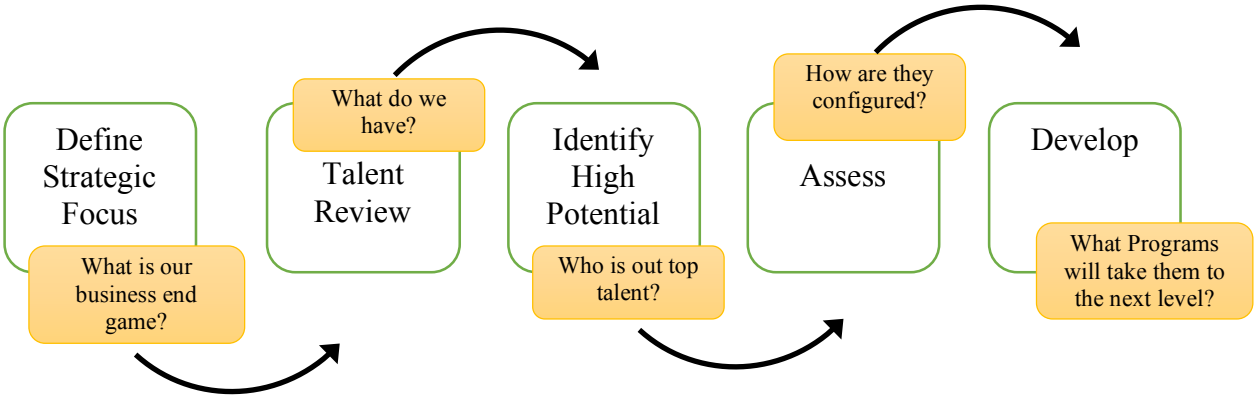

Figure 20 - Steward Bank's Talent Mapping Value Chain (Steward Bank, 2017b: 5)

The value chain process starts by identifying performance standards and markers of potential

specific to Steward Bank. A talent review is then conducted to assign those identified as talent or potential talent of the organisation. In the talent review meeting, a group of managers discuss ratings and come to a consensus on individuals identified as talent or potential talent, and must cite specific behavioural evidence (Steward Bank, 2017b: 8).

The outcome of the talent review meetings is the categorisation of individual employees' performance, measured through performance appraisal, and potential. Steward Bank defines potential as 'an individual's potential to grow into a strategic role' (Steward Bank, 2017b: 8). By categorizing each employee's performance and potential into three categories namely low, medium and high, the HR department can determine which employees should be recognised as talent. This is done by using the nine-box grid matrix which maps **employees' performance** against the **potential for occupying strategic roles** (See figure 21 below). Here is how the Head of HR describes it

> *...in looking at our talent and trying to profile them, we also use what we call the nine grid matrix...This will be looking at someone's performance against managerial potential or leadership potential or just potential* (Head of HR)

Performance	Potential: C – Low (limited)	Potential: B – Medium (can be developed)	Potential: A – High (seeks new challenges)	
High (Above target)	1C - **KEY CONTRIBUTOR** High performance, low potential High performer, hard to replace. Possibly a specialist or expert. Consistently adds value. Reached career potential. Retain, reward, help with developing others.	1B - **STRONG PERFORMER** High performance, medium potential. Consistently meets/usually exceeds. Ready for additional challenge. Potential to perform in another role or at same level (transferable skills).	1A - **STAR PERFORMER** High performance, high potential Capacity and/or ability for immediate advancement. Clear potential beyond immediate role. Highest potential, best for senior succession. Reward, recognise, promote, develop soon.	1
Medium (On target)	2C - **ACCEPTABLE PERFORMER** Consistent performance, low potential. Meeting expectations. Not stretching themselves. Valued, possibly as a specialist. Engage, focus, motivate to identify potential blockers to higher performance/potential.	2B - **CORE PERFORMER** Consistent performance, medium potential. May have potential to move through lateral move or bigger responsibility. Highly valued employee, but needs to be tested to ensure capability is maximised.	2A - **RISING STAR** Medium performance, high potential. Visible capacity and/or capability for progression. Needs clear personal objectives/new role or remit to drive performance up.	2
Low (Below target)	3A - **UNSATISFACTORY PERFORMER** Low/unacceptable performance, low potential. Performance/potential exit needs to be managed. Corrective action needed quickly.	3B - **MARGINAL PERFORMER** Low performance, medium potential. May be new in company/role or mismatched obscuring ability in wrong role. Has potential to improve performance or take more responsibility. Consider move.	3A - **EMERGING STAR** Low performance, high potential Possibly a novice/new entrant or new in role, showing high potential. Has demonstrated high potential in previous roles. May need to focus more on current position before	3

Figure 21 - Steward Bank's application of the nine-box grid matrix (Steward Bank, 2017b: 18)

The nine-box grid matrix, therefore, is used to identify those employees with high potential for strategic roles and are classified as talent. The use of the nine-box grid matrix entails that the talent management system at Steward Bank focuses on what they term 'Hyper-Performers/Future leaders' individuals or on those individuals with the potential to be developed into that grid. Those with high potential are classified as 'A' players, those with medium as 'B' players and 'C' players are those with low potential. Performance is ranked from 1 to 3, with 3 representing the high performance. The organisation then applies appropriate development programs to those with talent or talent potential and assist them to reach to the next level. Figure 21 above shows the recommended action for each of the nine boxes in the grid matrix.

Steward Bank's talent management approach fits the 'exclusive-positions' approach which advocates for identifying key strategic roles and then filling the roles with high performing and high potential incumbents. Figure 22 below shows how Steward Bank's talent management approach can be mapped on the four-quadrant model by Iles et al. (2010: 181–2), discussed earlier in chapter 2 of this document.

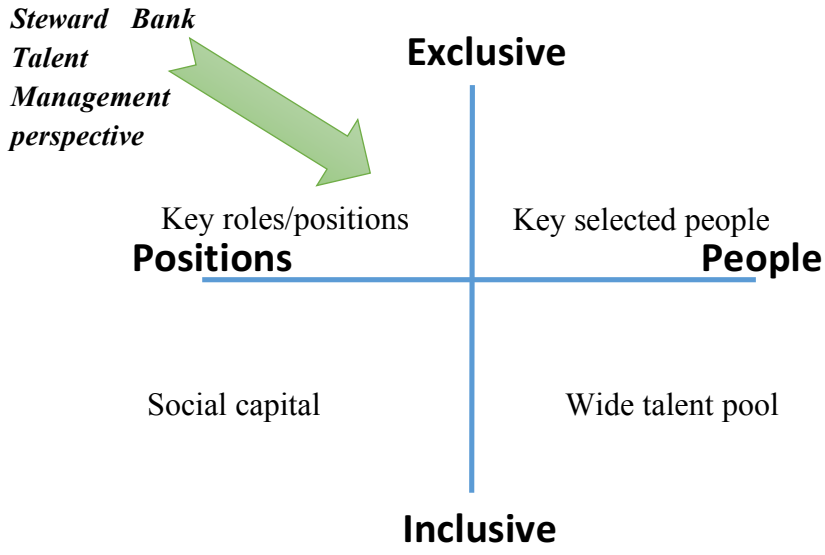

Figure 22 - Steward Bank's talent management approach using the four-quadrant model of talent management. Concept from Iles et al. (2010: 181–2)

The nine-box grid matrix is used by Steward Bank to identify those incumbents who possess the attributes required to fill the strategic positions. The use of the nine-box grid model by Steward Bank for identifying potential incumbents for succession planning seems to encourage

the development and cultivation of talent internally.

4.4 To what extent is the competitive intelligence specialist role formally structured? (RQ1)

In the Steward Bank case study, although participants talk about CI talent, it is rather surprising to find that there are no formal CI specialist roles or job positions, but rather, the CI activities are dispersed throughout the organisation. It would therefore not be possible to position such a role either in the nine box grid or the four quadrant model in Figure 22, above. The following finding picked from the analysis will be discussed under this research question "To what extent is the CI specialist role formally structured?"

4.4.1 Competitive intelligence activities as both 'hidden' and dispersed

Though the term 'competitive intelligence' is not explicitly used at Steward Bank, the bank still manages to enact CI through dispersed CI activities. This is explained by the Head of HR as follows

> *Sometimes, we might have been addressing these things, but it is really sort of like hidden, maybe not talking about the terminology, competitive intelligence, but actually, it's something that you are striving to get* (Head of HR)

The CI specialists' activities, referred to as 'hidden', are undertaken in a myriad of different roles spread across different departments and units. The word 'hidden', as used by the Head of HR, suggests that the CI role is not formally recognised as a job position or role but operates informally through dispersed CI activities. The Head of HR further explains how CI activities are structured as follows:

> *It [competitive intelligence] can be gathered from different sections, say maybe intelligence on risk can be the guy, the risk specialist, intelligence maybe on HR intelligence is the HR guys, not specifically to say there's a person who is called the corporate intelligence specialist...but is actually based on the pockets, the department treasury they gather their own intelligence. That department gathers its own intelligence but feeding it to make sure that the organisation is placed at a point where it can actually compete in the market* [depiction] (Head of HR)

The above depiction of CI and the CI activities clearly indicates that Steward Bank does not have a structured CI function and role, but the CI activities are dispersed across the organisation in different departments. The Head of Corporate Affairs preferred to use the catchphrase/metaphor *talent pool* to depict how the CI activities, which would ordinarily be carried out by a CI specialist, can be viewed as a pool of talent that cuts across the whole organisation rather than a role that resides in a specific area or unit. This is a distinctly different definition of the notion of talent pool as commonly used in both organisational practice elsewhere and in the literature where talent pool is defined as 'a collective of talented employees who have been identified as talented' (Tansley, 2011: 270). Therefore, in the case of Steward Bank, the CI specialist activities are not formally recognised for talent management because they do not reside in a specific role, and also the talent management system has identified only leadership roles as strategic roles. The Divisional Director of Retail's response to the structure of CI and CI activities was:

> *There are other areas where there are certain pockets of competitive intelligence* [metaphor] *that are happening outside the business intelligence* (Divisional Director of Retail).

Though he emphasized that most of the internal intelligence comes from the business intelligence unit, he still acknowledges that CI activities are dispersed. This rhetorical framing of the CI activities as dispersed is confirmed by many of the research participants. When asked who is responsible for CI specialist activities in the bank, here are some of the responses:

> *... we've got 25 departments, 25 heads, and we want all of them to come up with pieces of information [intelligence]...* (Head of Risk)

> *For me, bank wide…we have got committees that are within the bank that are set up in the direct tasks to look at main aspects or main facets of the competitive environment* [depiction] (HR Business Partner)

> *I can say it's just a broad play* [catchphrase] *but in the front leading the pack will be business intelligence and finance.* (Graduate Leadership Trainee)

In Steward Bank, there are also some specific job roles which were identified as performing CI activities, such as the job position called 'Innovator', which involves research and analysis of the external environment to come up with intelligence which facilitates the innovation of products that differentiates the bank. The Product Development Officer's job role also

contributes toward CI activities as follows:

> *…researching the market, what the market landscape is like and then coming up with ideas for new products that we can offer…* (Product Development Officer)

The Head of Customer Experience does a lot of research to generate intelligence on the latest trends in customer behaviour and an MIS analyst reports:

> *Yes, we may do competitor analysis… we look at the past, we look at the present, and we look at the future...We can actually even tell when things are likely to go downhill in advance before we actually get there, and find means and ways to try and mitigate those risks before they actually occur* (MIS analyst).

Furthermore, the auditor job role provides intelligence mainly from post-mortem analysis of events that would have occurred. The MIS analyst and business analyst, from the BI department, use internal data to produce actionable intelligence. The IT department contributes by providing technology related intelligence.

It can be seen from the analysis of rhetorical reasoning devices why the CI activities are dispersed. Firstly, there is specialised knowledge specific to various departments which is required to produce actionable intelligence [root]. Therefore, because that specialised knowledge resides in respective departments, it makes sense to have various departments producing intelligence linked to their areas of expertise. The Market Risk Officer quotes the treasury department as an example and explains that in order to get actionable intelligence to make profitable trades, the treasury department relies on specialised knowledge which resides within the treasury department [example]. The Head of Operations emphasised that operations people understand better than anyone in the bank the operational aspects, and are best placed to generate the relevant intelligence related to operations. The same sentiments are echoed by a participant System Administrator:

> *People from different departments have got different ways of seeing things. Because of the focus they have in their areas, they will be able to give you some input* [root] (System Administrator).

Therefore, if CI is to be centralised, the chances are that some critical aspects might be

overlooked [consequence]. When asked about the best way to produce actionable intelligence, the Head of Information Technology highlighted the functional way in which CI expertise was placed:

> *Where it is technology-related, they go to IT … where it is marketing-related, they go to marketing. Where it is finance-related [they go to finance people]. When they want the deeper [intelligence] … it's always inclined to then get this view from those people* [example] (Head of Information Technology).

The Head of Operations confirms this:

> *We try and get that insight from the experiences that they've had in those particular areas [i.e. the various departments]* [appeal to principle] (Head of Operations).

This reinforces the notion that deeper intelligence about an area of business can be obtained from the people with the requisite knowledge in that area.

In a knowledge management study, Becker (2001) explored the issue of dispersed knowledge within an organisation and the associated challenges. He argues that the greatest contributor to the dispersed nature of knowledge is the division of labour within the organisation (Becker, 2001: 1038), and also that knowledge can never be found concentrated in a 'single mind' (Hayek, 1945: 519). These arguments are coherent with the findings of this research that specialised CI knowledge dispersed across a number of different departments enables actionable intelligence. In other words, the dispersed nature of knowledge within Steward Bank is a contributor to the dispersed CI activities.

Frame propositions derived from findings

The signature matrix for the frame 'Competitive intelligence activities as both hidden and dispersed', shown in Table 7 below, is derived from a meta-analysis of the findings presented above, and provide a set of 'truth statements' relating to the case study. The frame signature matrix is categorised under rhetorical framing devices and rhetorical reasoning devices.

	Competitive intelligence specialist activities as dispersed	
	Rhetoric Devices	**Frame truth statements**
Rhetorical Framing devices	**Depiction**	-CI activities do not reside in a specific job position -CI activities are dispersed across the organisation as knowledge required to produce CI exists in different departments -The CI specialist role is considered a hidden role due to the dispersed nature of CI activities -Some critical talent can be hidden within the organisation
	Metaphors	-CI activities structured as *broad play* -*A good blend of skills*, for execution of CI specialist activities -*Pockets of intelligence* – depicts how CI is generated across the organisation
	Catch phrases	-*Corporate talented* - to describe how various functions bring unique view points and contributions to the CI bottom line
	Examples	-Talent is likened to a corporate entrepreneur whereas an ordinary role is equated to an employee. An employee is directed to work, whereas a corporate entrepreneur has a certain flair that drives him/her and it cannot easily be taught
Rhetorical Reasoning Devices	**Roots**	-The dispersed nature of knowledge in the organisation gives rise to the dispersed nature of the CI activities -Because different areas of the business interact very differently with the competitive environment, the CI activities tend to be dispersed -Specialised knowledge specific to various departments is required to produce actionable intelligence thereby making the CI activities dispersed
	Consequences	-Centralising CI role or activities can result in some critical areas being overlooked -Failure to formally recognise dispersed talent activities is critical gap in talent management
	Appeal to principal	-The organisation is connected, and the CI activities runs like a thread throughout the organisation -The organisation requires competitive intelligence across the whole organisation. -Knowledge resides in different parts of the organisation with some departments more knowledgeable in other aspects than in others

Table 7 - Frame signature matrix for competitive intelligence activities as dispersed

From the frame signature matrix, the following frame propositions relating to the study can be derived:

Proposition 4: The dispersed nature of knowledge gives justification to dispersed specialist activities across the organisation.

Proposition 5: The identification of dispersed CI specialist activities across the organisation can be used to construct key CI specialist roles within functions.

Proposition 6: 'Hidden' key strategic CI specialist activities can be recognised as a manifestation of organisational talent.

From the findings, then, it is quite clear that CI specialist activities at Steward Bank are not tied to a specific role or job position, but, rather, they are dispersed throughout the organisation. This is attributed to the fact that there is specialised knowledge specific to various departments which is required to produce actionable intelligence.

4.5 To what extent are those individuals undertaking competitive intelligence activities formally regarded as organisational talent? (RQ2)

As the research unfolded, it became apparent that the proposed research question 'To what extent is the CI specialist role formally regarded as organisational talent?' could not be answered by this research because no specific CI specialist role or job position exists within Steward bank, but rather the CI activities are dispersed throughout the organisation. Therefore, the research question will be amended to read 'To what extent are those individuals undertaking CI activities formally regarded as organisational talent?'

In Steward Bank, then, in spite of there being no formal talent management initiatives related to professional occupations, the research participants rhetorically depict the CI specialist activities, undertaken by employees in specific functional areas, as *organisational talent activities*. The rhetorical frames picked from the analysis will be discussed in section 4.5.1 and 4.5.2 to answer the research question 'To what extent are those individuals undertaking CI activities formally regarded as organisational talent?'

4.5.1 Strategic relevance of CI specialist activities

The various CI specialist activities within Steward Bank are framed as strategically critical. The top management has a keen interest in CI and CI specialist activities, and the Divisional Director for Retail confirms this and says:

> *At a strategic level certainly, the CEO and the ExCom [Executive Committee] members, myself and the CFO are like kind of sponsors because we've got a selfish interest to the extent to which the organisation can leverage on competitive intelligence* [root] (Divisional Director for Retail).

He refers to the top management and the executive committee as the 'sponsors' for competitive intelligence in the organisation, and hence depict a very strong strategic interest for CI. When talking about CI, the CFO categorically says:

> *Very critical, very, very critical. That's the future of the bank* [depiction] (CFO).

Furthermore, CI (and consequently the CI specialist activities) plays a pivotal role in differentiating organisational products and services, and the Divisional Director of Retail says:

> *We consider competitive intelligence as a key differentiator in the way we do things, in the way we fashion our products and services* [depiction] (Divisional

Director of Retail).

Steward Bank is an organisation that has a strong drive towards innovation allowing them to provide unique products and services for their customer. The CEO believes that competitiveness is linked to how innovative an organisation is, and this is reflected when he says:

> *…for any institution to be competitive, it's based on innovation…* (CEO)

In fact, Steward Bank has a specific job position called 'Innovator' whose main function is

> *…to come up with new ideas every day or weekly, and see how we can disrupt per se the banking sector. We are supposed to come up with things that will set us apart as a bank from any other institution maybe in Harare and then eventually on a worldwide basis* (Innovator).

For the Chief Finance Officer (CFO), the CI specialist activities provide CI which enables the organisation to critically evaluate its capabilities and make sense of the competitors' moves and the rest of the competitive environment, making it possible to choose the most appropriate strategic direction. It is quite clear from the comments by the CEO, the Divisional Director of Retail, and the CFO that top executive management frame CI as a key differentiator that allows the bank to rollout innovative products and services, and thus set them apart as a bank [Depiction].

This framing of CI as a key differentiator of performance is also echoed by other management levels all the way down to the ordinary employees. The Head of Business Intelligence (BI) considers the CI specialist activities as crucial to evaluating the organisation's performance in comparison to competitors, and thus enables the formulation of strategies that positively influence future performance. The exact sentiments are shared by the HR Business Partner, the Head of Marketing and the MIS Analyst who said:

> *…if you have the intelligence of knowing what's happening in the market then that gives you a competitive edge and it informs your [future] strategy* [*appeal to principle*] (HR Business Partner).

> *So competitive intelligence will help you in mapping and see what's happening in the environment and help you realise the gaps* [*appeal to principle*] (Head of Marketing).

> *…what intelligence can we derive … to give us a competitive advantage over*

> *the other banks in the market* [consequence] (MIS Analyst).

A graduate leadership trainee justifies why CI is so critical to the organisation in the modern business environment:

> *We live in a very fast and ever evolving environment now, and hence, there's greater need for competitive intelligence now much more than ever* [root] (Graduate Leadership Trainee).

CI makes it possible for the organisation to make meaningful decisions and easily adapt competitive strategies to changes in the competitive environment. The Head of Information Technology echoes the same sentiments:

> *Because right now we can't make a decision without getting the intelligence, whether it's the intelligence from the system, intelligence from the market* (Head of Information Technology).

A number of metaphors are used to depict the strategic relevance of CI and the CI specialist activities:

> *...the bank does not operate in a silo* [metaphor] (Head of Risk).

> *...the bank does not operate in a vacuum* [metaphor] (Head of Marketing).

This is to show that the organisation is not an isolated entity, but operates within a competitive environment context. This makes CI strategically relevant because strategy has to take account of the operating environment and CI provides that intelligence. The Head of Operations believes that the bank should avoid being left behind *in the stone age era* [metaphor]. The metaphor expresses the importance of ensuring that the bank keeps up to date with the new ways of doing banking, and CI activities provide the intelligence to keep up with the dynamic competitive environment. The CI specialist activities, therefore, helps the organisation to

> *Stay ahead of the pack* [metaphor] (Head of Operations)

and

> *Stay head and shoulders above the rest* [metaphor] (Head of Marketing).

Perhaps, the following metaphor concerning CI given by the Head of Business Intelligence can sum up the importance given to the CI specialist activities within Steward Bank:

> *Intelligence is power in this environment* [metaphor] (Head of Business Intelligence).

The strategic relevance of the CI specialist activities can also be seen from the negative impact resulting from the lack of CI within the organisation. From the System Administrator's point of view, decision making becomes difficult without CI. Furthermore, in the absence of CI, decision making can be wrongly based on emotions

> *If you don't get that intelligence on a regular basis, you might actually act [decision making] based on emotion which is not good for business.* [consequence] (Head of HR).

The product development officer is convinced that without CI

> *…there would be a disconnect between what is going out there and what is happening within the bank…irrelevant products will be launched, or we wouldn't have that touch with the customers…* [consequence] (Product Development Officer).

It is clear from the empirical findings that the enactment of CI activities is framed as a critical strategic ingredient that differentiates organisational performance.

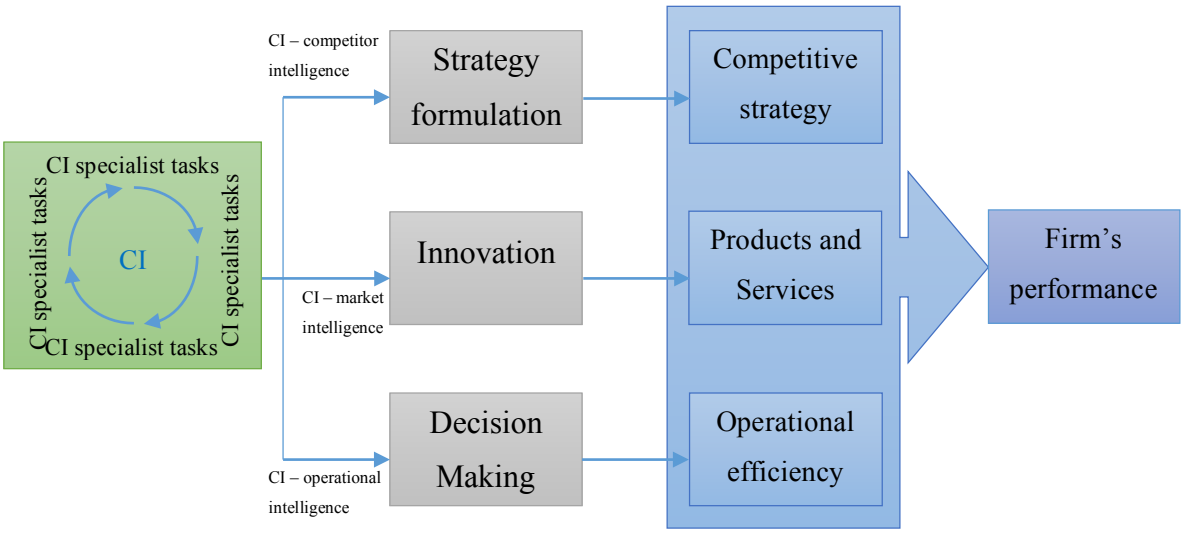

Figure 23 - Research findings. The role played by the CI specialist activities in differentiating organisational performance

Figure 23 above summarises how Steward Bank frames the CI specialist activities as a

differentiator to organisational performance.

Frame propositions derived from findings

The signature matrix for the frame 'Strategic relevance of CI specialist activities', shown in table 8 below, is derived from a meta-analysis of the findings presented above, and provide a set of 'truth statements' relating to the case study.

Strategic relevance of CI specialist activities		
	Rhetoric Devices	**Frame truth statements**
Rhetorical Framing devices	**Depiction**	-CI specialist activities produce CI which is critical in implementing relevant competitive strategies that ensure competitive advantage and organisational performance -CI specialist activities play a key role in differentiating organisational performance -Roles that differentiate organisational performance should be regarded as organisational talent
	Metaphors	-CI specialist activities allow the organisation to *stay ahead of the pack* -Operating without CI in an organisation is *like sailing blind* -To operate without CI is like *digging your own grave* *-Intelligence is power*
	Catch phrases	-'My people perish for lack of knowledge' - a catchphrase taken from the bible to depict what he thinks lack of CI will do (Head of Risk).
	Examples	-CI about competitor banks is important because *the failure of one institution may cause a systemic effect* (Risk manager).
Rhetorical Reasoning Devices	**Roots**	-The CI specialist activities provides the CI required to effectively navigate the dynamic competitive environment
	Consequences	-Failure to get CI from the CI specialist activities can lead to wrong strategic decisions, leading to a misinformed strategy. -Without the intelligence from the CI activities, managers can *act based on emotions which is not good for business* (Head of HR) -Without CI, irrelevant products can easily be launched by the organisation -Without CI, there would be a disconnect between organisational activities and the reality of the competitive environment
	Appeal to principal	-Effective competitive strategy should be informed by accurate competitive environment intelligence -CI is critical because failure of a competitor bank can have a systemic effect; so its strategically relevant to know how the competitors are performing

Table 8 - Frame signature matrix for strategic relevance of CI specialist activities

From the frame signature matrix, the following frame propositions relating to the study can be derived:

Proposition 7: Competitive intelligence specialist activities are perceived as a key differentiator to organisational performance

Proposition 8: Failure to recognise key strategic activities is a gap in talent management practice

It is therefore clear from the findings that the participants recognise the CI specialist activities

as a key differentiator to organisational performance, thereby qualifying to be regarded as key strategic activities, and to be invested in as, organisational talent activities.

4.5.2 Competitive intelligence specialist activities as organisational talent activities

The research findings presented in section 4.5.1 under the topic 'Strategic relevance of CI specialist activities' show how the CI specialist activities act as a key differentiator to organisational performance. This makes those undertaking CI specialist activities suitably qualified to be considered as organisational talent. The research findings further reveal that the CI specialist activities, especially the analysis of data, requires expert skills and use of judgement. This is reflected in the words of the Head of Strategy and Product development who indicates the following about the CI specialist activities:

> *…is not a routine role… requires thinking on your feet* [metaphor].

The same is echoed by the Business Analyst who says *it's a very special skill, not everyone* [can do it]. When asked how someone can acquire the necessary skills and good judgement required for performing the CI specialist activities, an Innovator attributed it to talent:

> *In a way it is …a talent because you do have to be able to think on your feet and that's not something that everyone can acquire.* [appeal to principle] (Innovator).

The above statement suggests that the CI specialist activities require some level of ability or a certain flair which cannot be taught, which the Innovator attributed to *talent*. The Head of Customer Experience also attempted to describe the skills and abilities required for CI and summarised it as *... you need to be intelligent;* while the Market Risk Analyst simply believes that:

> *…it certainly has to be talent…anyone can be an analyst but anyone cannot bring in competitive intelligence* [appeal to principle] (Market Risk Analyst).

In order to distinguish the CI specialist activities, which he refers to as talent activities, from an ordinary role, the Market Risk Analyst draws a comparison between an entrepreneur and an ordinary worker:

> *I think that's the perfect example, an entrepreneur and a worker…anyone can work because they are being directed, do this, do this. Entrepreneur, not anyone can think of certain things [or in a certain manner]. I think that's the*

best comparison I can get [example] (Market Risk Analyst).

According to the Head of Business Intelligence, the CI specialist must be able *to evaluate different shapes and sizes* [metaphor]. The metaphor shows how the role requires analytical skills to read different situations from the data.

This frame shows that the CI specialist activities require high levels of skills, competencies and appropriate behaviours to ensure that CI is carried out effectively to safeguard organisational survival and success.

Frame propositions derived from findings

The signature matrix for the frame 'CI specialist activities as talent activities', shown in Table 9 below, is derived from a meta-analysis of the findings presented above, and provide a set of 'truth statements' relating to the case study.

Competitive intelligence specialist activities as talent activities		
	Rhetoric Devices	**Frame truth statements**
Rhetorical Framing devices	**Depiction**	-The CI specialist activities are critical in formulating competitive strategy and is a key differentiator of performance
	Metaphors	-Producing CI requires *thinking on your feet* -Producing CI requires *evaluating different shapes and sizes* -Intelligence is power
	Catch phrases	-Intelligence is power
	Examples	-Talent is likened to a corporate entrepreneur whereas an ordinary role is equated to an employee. An employee is directed to work, whereas a corporate entrepreneur who has a certain flair that drives him or her and it cannot easily be taught
Rhetorical Reasoning Devices	**Roots**	-There is so much focus on big data which can be turned into actionable intelligence through the CI specialist activities -The CI specialist activities require special skills not commonly found in everyone (also referred to as an expert role) -The CI specialist activities are not a routine role but require judgement
	Consequences	-Without the CI role there would be a disconnect between the organisation and the reality of the competitive environment -Without the CI produced by CI specialist activities, irrelevant products would be launched
	Appeal to principal	-Conducting CI specialist activities requires more than academic qualification, requires high skill levels, requires application of experience -The CI specialist activities is a critical strategic activity that differentiates organisational performance -The analysis required for CI is a non-common skill because *not everyone can analyse*

Table 9 - Frame signature matrix for competitive intelligence specialist activities as talent activities

From the frame signature matrix, the following frame propositions relating to the study can be derived:

Proposition 9: Key strategic activities that contribute towards strategic objectives should be considered for talent management

Proposition 10: Dispersed specialist activities that differentiate organisational performance deserve to be recognised as talent activities

Proposition 11: Dispersed specialist activities that require high levels of skills, competencies and behaviours should be considered for organisational talent

From the findings, it can be seen that CI specialist activities play a major role in differentiating organisational performance, and hence deserve to be recognised as talent activities. This is consistent with the argument that talent should make a difference to organisational performance either immediately or in the long term (Tansley et al., 2007: 102). Furthermore, the analysis aspect of CI specialist activities require high levels of expert skills, and hence is associated with one of the key characteristics of talent as suggested by the CIPD report, which identified four key characteristics that are associated with talent namely high levels of expertise, leadership behaviours, creativity and initiative (Tansley et al., 2007: 14).

4.6 What talent management frameworks are in place to effectively manage individuals undertaking CI specialist activities? (RQ3)

As the research unfolded, it became apparent that the proposed research question 'What talent management frameworks are in place to effectively manage the CI specialist role?' could not be answered because no specific CI specialist role or job position exists within Steward bank, but rather the CI activities are dispersed throughout the organisation. Therefore, the research question will be amended to read 'What talent management frameworks are in place to effectively manage individuals undertaking CI specialist activities?'

It is clear from the talent management practice at Steward Bank (discussed in section 4.3), that the CI specialist activities are not formally included in the talent management system. The Head of HR described it as *hidden* and therefore cannot easily be reduced a single organisational role. Furthermore, the formal talent management system focuses on creating a talent pool to fill the strategic positions which have been identified as leadership and management roles, and the CI specialist activities are not targeted.

Therefore, while Steward Bank research participants frame the CI specialist activities as organisational talent, the practice is not consistent with the rhetoric framing. It is, therefore, evident that the participants used rhetoric to project the best talent management practise

regarding the CI specialist activities in light of its strategic contribution and performance differentiation. The same notion is also identified by Huang and Tansley (2012) in a talent management case study of Epicurea, a global multi-national corporation, where the term 'rhetorical obfuscation' is used to explain the gap between rhetoric and practice. Rhetorical obfuscation is defined as 'the intentional use of persuasive language to selectively project and communicate organisational agenda as a means of directing and reinforcing relevant stakeholders' (Huang and Tansley, 2012: 3675).

Due to its dispersed nature in the organisation, the CI specialist activities seem to be managed informally in the departments and units where the CI activities are being carried out.

The following frame propositions relating to the study can be derived from the above findings:

> **Proposition 12:** Failure to recognise key strategic activities is a gap in talent management practice
>
> **Proposition 13:** Rhetorical obfuscation is a strategy used to hide or cover up failure in talent management practice

4.7 Other findings

This section will present two other important findings from the research. The first to be presented is how the participants rhetorically framed talent as not necessarily needing to be highly qualified academically. The second finding relates to how the participants framed knowledge as a key requirement for talent.

4.7.1 Talent not dependant on academic ability

The findings show that the ability to execute talent roles or activities is not anchored on academic ability/education only, but goes beyond that. The CEO is a strong advocate for that notion, and he categorically stated:

> *…it's not so much what you went to school to study which is key for any institution and I don't particularly believe that the best person for the job is the person with the highest qualification for that role. It's just the person who is more hungry to achieve and more hungry to execute* [depiction] (CEO).

In the above quote, the CEO uses the metaphor 'hunger' to illustrate that successful execution of a talent role also requires the individual's traits. His depiction is that usefulness is more about the attitude of one's mind and willingness (hunger) to understand. The Head of BI

believes that talent *speaks more to the person* [depiction] and not about academic ability. He uses a metaphor to emphasise the same notion, raised by the CEO and says:

> *You can take a donkey to the river, but you cannot make it drink* [metaphor] (Head of BI).

This metaphor is used to illustrate how academic qualification is not a guarantee for being an organisational talent. The Head of BI goes further to give an example about CI analysis:

> *Some people have probably studied the art of analytics or analysis, but they are not very good analysts. Just because they've passed exams…* [example] (Head of BI).

This illustrates that someone can have the best education, but unless that education is applied in a useful way, then it will not benefit the organisation. This links back to the view presented in section 4.2 that talent can be defined as the unique application of ability. In the same light, education equips one with knowledge and academic ability, but if it is not applied in a unique way that helps differentiate organisational performance then it is not useful. You can prepare someone with everything they need to become a talent, but you cannot edge them into being a talent. The CEO cements this view and says:

> *People don't use their certificates to do jobs* [root] (CEO).

The Product Development Officer also agrees by saying:

> *…it's more than the qualifications, it's the skills…also includes an experience aspect, learning curve and so forth…* [depiction] (Product Development Officer)

The MIS analyst concurs and says:

> *There is that special need to make sure you put the right people in the right places regardless of the academics because, at times, academics will not so much have much of an impact of the work that that person produce* [appeal to principle] (MIS analyst).

> *At times, you see there are c-graders or third-class degree people in the organisation who would actually perform better than the first-class degree…* [example] (MIS analyst).

It is clear that a talent role requires more than academic qualifications, it requires individual skills and ability, and an application of experience. This is also seen in practice at Steward Bank from the fact the Head of Corporate Affairs, whose role is predominantly marketing, has no marketing academic qualification but has a psychology academic background. In her own words, she was chosen for this role because she has *an analytical mind*…and she strongly believes that when it comes to talent *even your personality comes into it*…

When trying to identify talent, the Head of Strategy and Product Development emphasises that she looks beyond the academic qualifications and says:

> *for me I want to know innovation, how innovative are you?* (Head of Strategy and Product Development)

This framing of talent, not being dependant on academic education, seems to mirror the sentiments echoed by Krook (2017: 1) who advocate that merit is more important than credentials and organisations should access job incumbents using performance-based techniques, like psychometric testing, and not only rely on academic qualification.

Frame propositions derived from findings

The signature matrix for the frame 'Talent not dependent on academic ability', shown in Table 10 below, is derived from a meta-analysis of the findings presented above, and provide a set of 'truth statements' relating to the case study.

Talent not dependent on academic ability		
	Rhetoric Devices	**Frame propositions**
Rhetorical Framing devices	**Depiction**	-Usefulness within the organisation is more about attitude and willingness to understand and not just about academic ability *-Talent is more than qualifications, it is about skills and experience and also involves a learning curve* (Product Development Office)
	Metaphors	*-You can take a donkey to the river but cannot make it drink* – this metaphor was given to describe how one can be equipped with academic skills, but that does not automatically edge them into talent
	Catch phrases	-People don't use their certificates to do jobs
	Examples	*-'In our branches, we are employing front office people who have been in fast moving goods industry because you know… any business is about selling a particular product'* (CEO) *-'I am not a Marketer, I am a Psychologist and I was put in this role about a year ago'* (Head of Corporate Affairs)
Rhetorical Reasoning Devices	**Roots**	-The skills required in the workplace are not necessarily the same as the skills required for academic excellence
	Consequences	
	Appeal to principal	-Merit is more than credentials

Table 10 - Frame signature matrix for talent not dependent on academic ability

From the frame signature matrix, the following frame propositions relating to the study can be derived:

Proposition 14: Talent is not dependent on academic qualification alone

Proposition 15: Talent has to do with strengths, abilities, traits believed to be correlated with high performance and high potential in a particular domain

Proposition 16: Academic qualification is not a guarantee for an individual being a talent to the organisation

Proposition 17: Skills required for success in an organisation could be different from skills required for academic success

It therefore clear from the meta-analysis of the findings that talent is not necessarily dependant on academic qualification, but it has to do with strengths, abilities, traits believed to be correlated with high performance and high potential in a particular domain.

4.7.2 Specialist and business context knowledge required for talent

For talent to be useful within the organisational setting, the right kind of knowledge is required. Firstly, an understanding of business and the environment is necessary to be able to make meaningful insights from analysis for intelligence purposes, and the participants had this to say:

> *…understanding the business and not only just the business but also the environment which surrounds the business and it's highly interactive…* *appeal to principle* (Graduate Trainee BI).

> *you need to understand business in general because what you learn every organisation is different so you have an expert in every organisation in the industry, so that's just the general understanding of running a business* *appeal to principle* (Head of Audit).

> *…so a basic understanding of transaction cycle and understanding of info basic where sometimes we extract the data* *example* (Applications Development Manager).

Therefore, a talent-based view of those individuals undertaking CI activities requires the identification of those who can appreciate all the dynamics of the business and competitive environment for the particular industry the organisation is operating in. According to the head of BI, this appreciation is necessary to derive any meaningful intelligence from data and

information. He also quotes an example from the field of law:

> *It's like a lawyer, you can't go and try to explain the law to someone if you don't understand the law. Those standards are very key. Those standards are very key in the job of an analyst [CI specialist activities] …* *example* (Head of BI).

Therefore, it is important to have a clear understanding of the core business of the organisation and the key drivers of the competitive environment. The Product Development Officer puts it this way:

> *…understanding the drivers of financial performance [is key] because here we're trying to get the bank to make some money; so, we'll need to be able to measure…you need to measure the performance part* *appeal to principle* (Product Development Officer).

The Head of Operations goes further to suggest that someone must know each and every process within the organisation to easily identify opportunities and threats, thus heightening the notion that knowledge about the organisation is critical for producing actionable intelligence.

The research findings seem to suggest that some of this knowledge comes through experience. This is depicted in the following quotes:

> *You can see a pattern which you've seen before* *consequence* (Product Development Officer).

> *Yes, so that even on the day when you see a certain figure, it has to ring in your mind that this figure doesn't look correct* *consequence* (Business Analyst).

Prior experience (knowledge) allows you to easily identify patterns that you have seen in the past and quickly make sense of the situation. The Credit Manager also emphasized the importance of experience:

> *Yes, experience is very, very essential, it's very important. Past experiences, they will guide you. Why? Because there are tendencies. Even if this economy is dynamic, there are some aspects like customer behaviour, usually, it's quite predictable.* *consequence. appeal to principle* (Credit Manager).

Experience is a type of knowledge and experience is useful for recognising tendencies especially in a dynamic economy.

It has been argued that what talent possess can simply be viewed as knowledge crucial to organisational success (Wang-Cowham et al., 2012: 10). The implication is that talent and high performing knowledge workers are basically the same thing; in fact a definition for talent has been proposed as follows 'Talent is a special form of knowledge which resides in individuals (knowledge workers and talent) who are recognised as adding value to the business operation' (Wang-Cowham et al., 2012: 10). This view from Wang-Cowham et al. suggests a relationship between talent and knowledge, though in their case, it is oversimplified to equate talent to knowledge. The empirical findings from this study support a link between talent and knowledge, not in the simplified manner of equating talent to knowledge, but rather that it is about applying that distinct CI knowledge in a unique way that makes for talent.

Frame propositions derived from findings

The signature matrix for the frame 'Knowledge required for talent', shown in Table 11 below, is derived from a meta-analysis of the shown presented above, and provide a set of 'truth statements' relating to the case study.

Knowledge required for talent[frame]		
	Rhetoric Devices	**Frame propositions**
Rhetorical Framing devices	**Depiction**	-For talent to be applied appropriately, there is need for knowledge about the business operating environment -Prior experience (knowledge) contributes to application of talent as it enables identification and linking patterns encountered before in the past
	Metaphors	
	Catch phrases	
	Examples	-'It is like a lawyer, you can't go and try to explain the law to someone if you don't understand the law. Those standards are very key. Those standards are very key in the job of an analyst…'
Rhetorical Reasoning Devices	**Roots**	-Understanding key drivers of performance is essential for producing CI -Past experience (knowledge) can guide you in executing talent role
	Consequences	-Knowledge enables the measurement of success -Knowledge enables you to identify essential patterns and link information and data (this is for the CI specialist role)
	Appeal to principal	-Appreciation of the area you work on is necessary, and then talent can be seen in the unique application -Some aspects of the business (e.g. customer behaviour) are predictable, and having the knowledge is essential

Table 11 - Frame signature matrix for knowledge required for talent

From the frame signature matrix, the following frame propositions relating to the study can be derived:

> **Proposition 18:** Specialist and business context knowledge is required for the execution of talent activities
>
> **Proposition 19:** Talent can be viewed as a unique application of knowledge

From the meta-analysis conducted above, it can be concluded that knowledge is required for the execution of talent activities (like CI specialist activities). The empirical evidence from this research confirms that indeed there is a link between knowledge and talent.

Concluding remarks

This chapter has presented the research findings in relation to the research questions, and various propositions have been derived to reflect the findings. The findings raise a number of issues which impact the framing of CI specialist activities as organisational talent. The next chapter will critically discuss the findings and the impact on organisational practice and existing theory.

CHAPTER FIVE: DISCUSSION

This chapter critically addresses the various propositions derived from research findings in relation to the research questions, and what they potentially mean for the existing knowledge on CI specialist activities and talent management.

5.1 Prologue to the research discussion

The premise of this study was based on the contention that those who perform CI specialist activities deserve to be formally identified, and invested in, as 'organisational talent'. This is because the design and enactment of complex CI tasks require individuals with high levels of skills, competencies and appropriate behaviours to ensure that CI is carried out effectively to safeguard organisational survival and success. Though there were indications from the previous study conducted as part of the DBA that Zimbabwean banks lacked formal CI units/departments (Tawodzera, 2016: 58), there was the expectation that CI specialists roles could be found, possibly residing in other sections of the organisation. As this case study of Steward Bank unfolded, it became clear that no formal CI structures existed and in fact, the term 'competitive intelligence' is not a formal terminology in use, as confirmed by the Head of HR:

> *...maybe not talking about the terminology, competitive intelligence, but actually, it's something that you are striving to get* (Head of HR).

Though no formal CI structures exist at Steward Bank, the participants consistently frame CI as critical in differentiating organisational performance. It emerged from the study that the CI activities, which produce the CI necessary for competitive strategy formulation, tactical decision making and product innovation, are dispersed throughout the organisation in different departments. This is attributed to the fact that there is specialised knowledge specific to various departments which is required to produce actionable intelligence. This revelation prompted an expansion to what the study initially referred to as the *competitive intelligence specialist role* to include all the dispersed CI activities that produce actionable intelligence. The traditional view of talent seems to suggest that organisational talent can either be considered as high performance, high potential individuals (Thunnissen et al., 2013a: 1751; Tansley, 2011: 271; Gobet, 2013: 87) or specific strategic roles (Cappelli and Keller, 2014: 309; Thunnissen et al., 2013a: 1751; Mcdonnell et al., 2017: 104) that differentiate organisational performance. The dispersed nature of the CI specialist activities discovered in this study calls for a reconsideration of the definition of organisational talent. It is in this context that the research

findings are discussed.

5.2 What does this study tells us about the definition of talent in organisational practice?

The issue of how talent should be defined in the organisation is an ongoing debate, and there seem to be challenges in reaching a consensus (Dries, 2013: 274; Thunnissen et al., 2013: 327; Tansley, 2011: 269), partly because talent tends to mean whatever a business leader wants it to mean (Gallardo-Gallardo et al., 2013: 291), thereby leading to organisational-specific definitions of talent, influenced largely by the type of industry or field (Tansley, 2011: 259). The findings from this study provide an empirical-based contribution on how talent is defined in the context of the Steward Bank case study, and possibly the banking sector of Zimbabwe. By looking at how the participants frame the definition of talent, several aspects of talent emerge from the research findings. The general view taken by the research participant is that talent is innate or inborn, but seem to go further, saying talent is God-given. There are some participants, however, who argue that talent in CI specialist activities can be acquired through practice and experience.

5.2.1 Talent as a gift from God in a Christian country like Zimbabwe.

Steward Bank operates in Zimbabwe, a country proven to be predominantly Christian (Zimstat, 2016: 7). It is, therefore, no big surprise that at Steward Bank, talent is often referred to as a gift from God. In other studies (Tansley, 2011: 269), the French have also been found to use the notion of talent as a gift from God, probably due to the strong influence of the Catholic church in that country.

> **Proposition 1:** Talent can be defined as a gift from God in a Christian country like Zimbabwe

Implications for organisational practice

This view of talent leaves no room for talent acquisition through practice or other forms of training, thereby taking an innate position. Either God has given you the talent or not, and there is nothing one can do to acquire the talent. As a result, organisations may not allocate much budget towards talent development programs, instead more effort is expended towards identification and retention of those individuals with God-given talents relevant to the organisation. Therefore, in the case of talent shortage, the talent management system is restricted as it cannot develop the required talent, instead, the competition to acquire the talented individuals becomes intense and becomes a real ‘war for talent’.

This, therefore, is problematic for dispersed CI activities, because it then becomes difficult or even impossible for the organisation to fill the CI activities areas with the talented individuals, because the innate talent perspective assumes that there are few exceptional performers or talented individuals in any given discipline (Meyers et al., 2013: 308). In the case that talent is rare, organisations have no option but to compete for the few available talent. If talent development through practice or training is not an option, then the organisation might not benefit much or reach the full potential of CI using the dispersed CI activities approach.

5.2.2 Talent as a unique application of ability

Proposition 2: Talent can be defined as a **unique application** of ability.

In this case study research, talent is also referred to as a unique application of ability. This framing of talent seems to suggest that talent is not merely about attributes such as skills and ability (as suggested by Thunnissen et al., 2013: 27), but the application of those attributes becomes the differentiator as shown in figure 24 below. Therefore talent becomes about *how one uses or applies what they possess* and not merely about *what one possesses*.

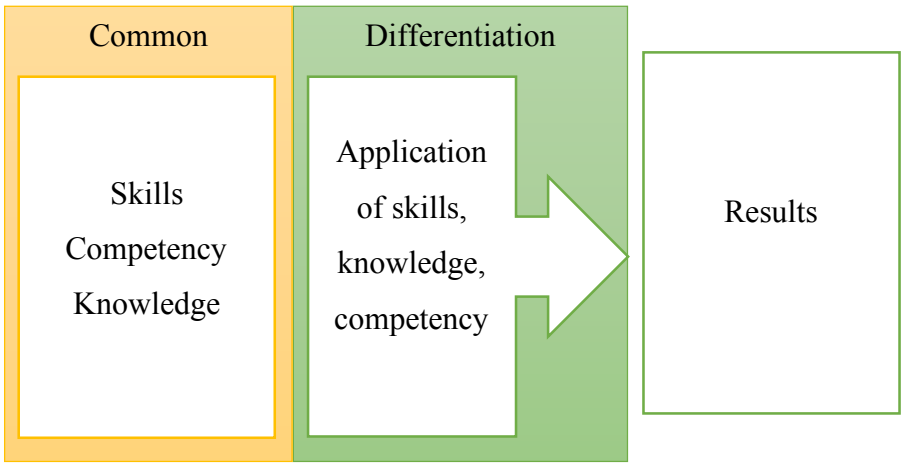

Figure 24 - Unique application of ability as differentiator

Implications for organisational practice

With this view of talent, the identification of talent shifts from trying to identify attributes commonly associated with talented individuals to identifying those individuals who can apply those attributes in a unique way. Therefore, possession of attributes and certain strengths like academic ability are not sufficient for one to be regarded as organisational talent, and this is also reinforced by proposition 14, which says that *talent is not dependent on academic*

qualification alone.

From a CI perspective, it means talent becomes about how one applies necessary abilities like reasoning, pattern recognition, information ordering; skills like research, critical reasoning, presentation, writing; knowledge about competitive environment, regulatory framework, customer requirements, organisational strategy and history in order to produce CI. Possible ways to identify talent would include performance-based techniques like psychometric testing (Krook, 2017: 1), scenario analysis testing (where incumbents are presented with real life scenario and asked to generate actionable CI), and other techniques that can reveal how individuals apply abilities, attributes and skills.

This view of talent largely suggests that talent is innate. While skills, abilities, and knowledge can be acquired, how one applies the ability cannot be easily taught. The disadvantage of such a view is that organisations may not allocate much budget towards talent development, but rather more effort is expended towards identifying those individuals who can uniquely apply skills, abilities, knowledge required for specific strategic roles or strategic activities. Talent development focuses on developing relevant skills and abilities and acquiring relevant knowledge so that the talented individual can then apply those skills, abilities, knowledge in a way that differentiates organisational performance.

5.2.3 Talent through deliberate practice

> **Proposition 3:** Talent for specialist activities like CI can be acquired through deliberate practice

As seen in the research findings, some of the research participants, particularly those engaging in the CI activities, suggest that the more they practice CI activities, the more expertise they tend to gain. This finding, coupled with Michaeli's (2010: 10) suggestion that the skills required by a CI specialist are similar to the ones required by a chess player, leads to the proposition that deliberate practice can account for variance in performance amongst specialists conducting CI activities. The deliberate practice concept started in the field of sports and music, but now studies have been carried out in relation to work professionals in domains of medicines, insurance sales, teaching and organisational consulting.

Implications for organisational practice

This view heightens the notion that talent for CI activities, and other similar specialist activities, is not entirely innate, but can be gained through years of sustained practice and experience.

This means that anyone motivated enough towards deliberate practice can acquire the performance or expertise level that is generally regarded as talent. The big question is 'how can deliberate practice be implemented within an organisational context?'

A study by van de Wiel et al. (2004), focusing on deliberate practice in organisational strategy and consulting, found out that those classified as top professionals or talent spent twice as much time on updating activities and put in more working hours, making their amount of cumulative practice high (van de Wiel et al., 2004: 201). Updating activities are distinguished from normal work-related activities and are defined as those activities done to keep up to date in the professional domain.

From a CI perspective, the first step, therefore, is to identify all the activities that CI specialists are engaged in and classify them as work-related or updating activities. By analysing the activities involved with CI specialist activities (gathered from the CI job advert search, shown in appendix 5), Table 12 below shows how CI activities can be categorised. This categorisation, therefore, can be applied to any specialist/professional role or activities within the organisation and can form the basis for developing organisational talent through deliberate practice.

Work-related activities	Updating activities
✓ Collect data and information about the competitive environment ✓ Analyse data and create meaningful intelligence ✓ Build and maintain an active network of intelligence sources ✓ Identify and use appropriate data and information collection techniques ✓ Engage with customers to assess upcoming business needs ✓ Acquire competitive information and data from the competitive environment ✓ Translate complex abstract information into clear insight for decision makers ✓ Prepare presentation materials and make effective presentations using appropriate tools ✓ Consult and engage other experts in the domain to develop and edit competitive intelligence reports ✓ Proactively communicate and present competitive intelligence	✓ Appraise self with latest techniques of analysis of data and information ✓ Appraise and familiarise with latest sources of information and data, and collection techniques ✓ Contribute to the innovation with professional domain ✓ Attend CI conferences ✓ Read professional literature related to CI ✓ Read scientific literature related to CI ✓ Publish articles within the CI domain ✓ Develop framework and guidelines for competitive intelligence practice ✓ Develop methods to collect and disseminate intelligence ✓ Identify future industry trends through analysis of competitor strategies and consumer reports on future needs ✓ Reflect on market outcomes and inaccuracies in past CI

Table 12 - A typical classification of CI activities classified by engagement goal. Concept adopted from van de Wiel et al. (2004)

Prince and Stewart (2000: 213), likewise argue that learning should be connected to workplace

activities. Deliberate practice, therefore, can be viewed as experience-based learning through repeated targeted practice of those professional activities associated with exceptional or talent level performance.

The categorisation of work-related and updating activities, as shown in Table 12, can be used as the basis for a framework used to identify and develop talent in CI specialist, as well as other similar specialist domains. The identification of potential incumbents, therefore, would involve assessment of individuals with skills, abilities or potential to perform *work related activities*. This, thereby, becomes a recruitment framework for those undertaking CI specialist activities, or other similar specialist activities, and can be incorporated into the existing recruitment policies of the organisation (As shown in Figure 25 below).

For the incumbents to continue performing at optimum levels, the organisation must continuously address the ability to perform in the *work related activities* through training programs. This can be done at the individual level, and incorporated into the organisation's human resources development (HRD) program.

The *updating activities*, will, therefore, form the basis for the talent management framework for those undertaking CI specialist activities, or similar specialist activities in other domains. This is based on the premise that deliberate practice towards *updating activities* accounts for the variance in performance between the top professionals, or talented, and the rest. Talent management then becomes about enforcing and encouraging deliberate practice in *updating activities*.

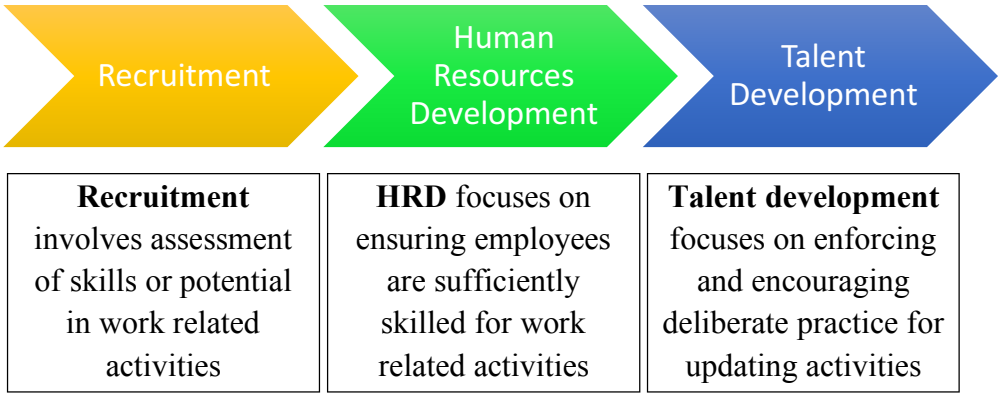

Figure 25 - Talent management from a deliberate practice perspective. Lessons from findings and the work of van de Wiel et al.(2004)

With this view, the organisation has a choice to either develop their own talent or recruit already-made talent. Recruitment of already-made talent would involve performance-based

testing meant to measure the level of expertise of the incumbents; for CI specialists, the test may include live scenario testing where incumbents are presented with scenarios and asked to produce actionable intelligence, and each activity required for the task is measured and scored.

The likely challenge in an organisational setting for the view of talent through deliberate practice is that it takes long periods of time to develop talent (10000 hours or 10 years of deliberate practice). This can mean huge investments are required by the organisation before achieving talent level performance. The other challenge is that measurement of performance improvement can be difficult in professions in the organisational context.

5.2.4 Talent not dependant on academic qualification alone

Proposition 14: Talent is not dependent on academic qualification alone
Proposition 16: Academic qualification is not a guarantee for an individual being a talent to the organisation
Proposition 17: Skills required for success in an organisation could be different from skills required for academic success

In the case study of Steward Bank, there is strong advocacy that talent is not dependant on academic qualification alone because the skills required for academic excellence are different from the skills required to excel in the workplace. This framing of talent of not being dependant on academic education seems to mirror the sentiments echoed by Krook (2017: 1) who advocate that merit is more important than credentials. In 2015, Ernest & Young removed academic qualifications from their entry criteria for the graduate, undergraduate and school leaver programmes, opting instead to focus on certain strengths and abilities believed to be correlated to future success (EY, 2015: 1). Google also relaxed their academic requirements citing that 'your ability to perform at Google is completely unrelated to how you performed when you were in school because the skills you required in college are very different' (Bryant, 2013: 1). Other companies who have adopted the same approach include Ogilvy Group, Apple, and PriceWaterhouseCoopers (Krook, 2017: 1).

Robinson (2000: 1), similarly argues that performance in the workplace is dependent on a set of employability skills, generally divided into three skills sets as follows:

- Academic skills
- Higher-order thinking
- Personal qualities

Employability can be defined as 'a set of skills, knowledge and personal attributes that make

an individual more likely to secure and be successful in their chosen occupation to the benefit of themselves, the workforce, the community and the economy' (Rae, 2007: 607). A study by Prince and Stewart (2000: 209) indicates that senior management in organisations prefer employees who can act and think independently and have the ability to apply latest management thinking. This seems to support the importance of high-order thinking in workplace performance.

Implications for organisational practice

Talent identification, therefore, needs to consider not only academic skills but all the employability skills required for the specific roles or activities. Chapter 2 of this study in section 2.5.2 discussed some of the abilities and skills required for performing CI activities, and Table 13 below shows those skills and abilities categorised under the three skills set proposed by Robinson (2000: 1).

Academic Skills	High-Order Thinking Skills	Personal Qualities
✓ Reading ✓ Writing ✓ Communicating ✓ Information gathering ✓ Research skills ✓ Story telling ✓ Computer Literacy ✓ Project/process management	✓ Critical reasoning ✓ Information ordering ✓ Pattern recognition ✓ Manipulation of information ✓ Thinking Creatively ✓ Decision Making ✓ Problem Solving	✓ Teaming, collaborating ✓ Social Skills ✓ Adaptable and Flexibility ✓ Self-Motivated ✓ Self-Management

Table 13 - Examples of employability skills required for CI specialist activities within each skills set. Concept adopted from Robinson (2000: 2)

Given this proposition, the traditional approach, where recruitment is mainly based on the curriculum vitae, need to be reconsidered and additional assessments, which focus on the key skills required for the job roles or specialist activities, should be adopted. Such assessments include psychometric testing, scenario-based testing, and strength based testing.

5.2.5 Specialist and business context knowledge is required for talent

Knowledge can been defined 'as a state or fact of knowing with knowing being a condition of understanding gained through experience or study; the sum or range of what has been perceived, discovered, or learned' (Alavi and Leidner, 2017: 110). The empirical evidence

from this study suggests that specialist knowledge and business context knowledge is an integral part of the talent-based view of those individuals undertaking CI specialist activities. Specialist knowledge, as well as experience, for CI specialist activities enables one to recognise patterns, trends from data and information, different competitive scenarios and hence produce useful and actionable CI. The business context knowledge is crucial, because CI activities require a clear understanding of the core business of the organisation and the key drivers of the competitive environment and industry.

Therefore, without the requisite knowledge, achievement of talent in CI specialist activities, and other similar professional specialist activities which differentiates performance will not be possible. Knowledge sets the stage for talent to be showcased.

Proposition 18: Specialist and business context knowledge is required for the execution of talent activities

Proposition 19: Talent can be viewed as a unique application of knowledge

Implications for organisational practice

Without specialist and business context knowledge, the individuals engaged in CI specialist activities can fail to perform to the required optimum or talent levels. As seen in section 2.2.5, talent can be defined as the unique application of ability or attributes, and therefore the absence of the ability or attributes means talent cannot be showcased. The formal talent management programs should, therefore, be designed in a way that can assist those individuals undertaking CI specialist activities, as well as other similar specialist activities, to acquire and stay updated with the requisite specialist and business context knowledge. This then makes it possible for the unique application of the knowledge in a unique way thereby producing actionable intelligence for competitive strategy formulation.

It, therefore, implies that the talent management system needs to identify the pre-requisite specialist and business context knowledge and perform gap assessment for individuals carrying out specialist activities. This must translate into training and development programs aimed to address the knowledge gaps and increasing knowledge. Additionally, there should be a collaboration between talent management and knowledge management efforts within the organisation, whereby talent management identifies the knowledge gaps, and then knowledge management addresses the knowledge needs for those identified as organisational talent.

5.2.6 Overall lesson from the various definitions of talent

At first glance, there appears to be a contradiction and conflict within Steward Bank in the way talent is defined. This is because, in the findings of this study, talent is defined as innate in some instances, and as acquired through practice in other instances.

When talent was discussed, without being specific to CI activities, the participants took an innate view. This framing of talent could have been influenced by the existing talent management system at Steward Bank which focuses only on leadership roles as talent. That explains why the nine-box grid matrix is the main talent management tool at Steward Bank because it is meant to identify those employees who possess attributes associated with the required potential for the leadership roles. Interestingly, when talent is discussed with reference to CI specialist activities, the participants seem to favour an acquired view of talent. It therefore appears to be the case that participants take a different view of talent depending on the type of talent.

It therefore means that Steward Bank, as would many other organisations in a similar position relating to managing organisational talent, would clearly benefit from a more flexible approach of defining talent depending on the type of talent. As discussed in the sections above, the way talent is defined and viewed has an impact on the supply chain of talent management, which include identification of talent, recruitment of talent, development of talent, and retention of talent.

Steward Bank, and many other organisations, can therefore benefit from introducing a talent management program geared towards strategically relevant dispersed expert and professional activities, built upon the notion of talent through deliberate practice, while at the same time retaining the current talent management system for leadership roles talent. This allows for a more holistic talent management approach in the organisation, and addresses the enduring gap in talent management today where expert and professional talent tends to be overlooked. Chapter 6 shows how this changes the organisation talent management conceptual framework, earlier developed in Chapter 2 after the literature review of CI specialist as organisational talent.

5.3 What the study tells us about competitive intelligence practice in Zimbabwean Banks

5.3.1 Dispersed competitive intelligence activities as a hidden talent

Findings from DBA document 3 and document 4, highlighted that CI is strategically relevant

to the formulation of the competitive strategy and the day-to-day tactical business decisions, and is a key differentiator to organisational performance (Tawodzera, 2015: 60; Tawodzera, 2016) and thereby qualifies as a strategic 'key role'. Existing studies on the institutionalisation of CI have been based on the presumption that a formal CI specialist role exists with the organisation. However, in this case study of Steward Bank, no formal CI specialist job position or role exists, but instead, the CI specialist activities are embedded in other job roles throughout the organisation as *dispersed CI specialist activities*, with some research participants referring to it as a *hidden role*.

Even in this context of the dispersed CI specialist activities, the research participants emphasise the strategic importance of CI (and consequently the CI specialist activities) as a key differentiator for organisational performance.

Proposition 6: 'Hidden' key strategic CI specialist activities can be recognised as a manifestation of organisational talent

The argument justifying the dispersed CI specialist activities arrangement is that the organisation requires CI for every aspect of the organisation's operating environment, and specific departments or units are better placed to provide CI in specific areas of the organisation's operating environment. This is because there is specialised knowledge specific to various departments which is required to produce actionable intelligence, and it is very difficult, if not impossible to find all that knowledge concentrated in a 'single mind' (Hayek, 1945: 519) or single department.

Proposition 5: The identification of dispersed CI specialist activities across the organisation can be used to construct key CI specialist roles within functions

Proposition 7: Competitive intelligence specialist activities are perceived as a key differentiator to organisational performance

After all, the idea of having departments in an organisation is to divide labour according to areas of knowledge.

Proposition 4: The dispersed nature of knowledge gives justification to dispersed specialist activities across the organisation.

<u>Implications for organisational practice</u>

The Steward Bank study makes an interesting case on the institutionalisation of CI. In a bank setup, like Steward Bank, the organisation is forced to compete on multiple fronts because it

has multi-revenue areas (MRA) which have the potential to impact performance, and may operate independently of each other. Steward Bank, like many other banks, has the following typical key revenue areas

- Retail banking
- Corporate banking
- Treasury operations
- Credit and Lending
- Electronic channels for transactional banking

As highlighted in the research findings, each of these key revenues areas requires specialist knowledge to produce the CI required to compete in the competitive environment of each of those areas. The argument for a formalised CI structure with a CI unit or department (Du Toit and Muller, 2004: 5; Miller, 2000: 47) seems to work well with organisations with business revenue areas not requiring specialised knowledge for understanding the competitive environment. The findings from this Steward Bank case study, which has multi-revenue areas requiring specialist knowledge (MRASK), show that centralising the CI activities could potentially compromise the accuracy or completeness of CI, as it requires an understanding of the competitive environment space. The alternative, therefore, is to allow those with the specialist knowledge in the key revenue areas to conduct the CI activities, and thus leading to dispersed CI activities arrangement.

In light of this, it therefore, implies that CI can be formally recognised and managed in its dispersed nature. It is, however, expedient to ensure that those individuals undertaking CI activities have the capacity and the right talent to do so. The right talent must possess both the skills required in their job roles as well as expertise in CI specialist activities, which implies a multi-skilled employee of some sort. Whereas, traditional skilling has been based on specialisation of skills and avoiding 'jack of all trades and master of none', this approach would require those talented on multiple fronts, i.e. a 'jack of many trades and master of them'. Therefore, where a key strategic role or activity is dependent on dispersed specialist knowledge, then talent management should focus on the multi-skilled employee.

It is also important to note that, the traditional approach to CI, with a CI unit having dedicated CI specialists has various weaknesses. Firstly, there is the possibility that a single CI unit may end up giving a single dimensioned view of the different competitive situations in the competitive environment. Secondly, a centralised CI unit often will not have sufficient

interactions with other external stakeholders like customers, suppliers, distributors, and thus might lack valuable input required to produce the intelligence and insights (Muller, 2009: 9). However, such interactions naturally happen in the various departments across the organisation, and the CI activities conducted in those departments would, therefore, include the valuable input from relevant external stakeholders and result in much more informed intelligence and insights.

Furthermore, setting up a formal CI unit with dedicated CI specialists can prove to be costly to the organisation, and is often regarded as a cost centre and usually 'falls victim to personnel cuts' (Muller, 2009: 9). This explains why, in the findings of Document 4 of this DBA study, most banks in Zimbabwe have no formal CI unit (Tawodzera, 2016: 58). It can be argued that the prevailing uncertainties and constraints in the Zimbabwean economy (as discussed in Chapter 1 of this document) result in severe resource constraints, with banks opting to focus on basic functional activities perceived to be geared in making the organisation profitable and more competitive, and consequently taking a toll on the banks' ability and capacity to consider a formal CI unit which is considered to be a cost centre.

Therefore, a formal CI unit may not always be the most efficient way to gather CI, also bearing in mind that CI needs to be made available at both tactical and strategic levels (April and Bessa, 2006: 87). This is collaborated by findings from Document 3 of this DBA study, which concluded that CI is critical at both tactical and strategic levels of the organisation (Tawodzera, 2015: 60). Therefore, the dispersed CI activities setup seems to be the most efficient setup when CI relies on specialised knowledge residing in different parts of the organisation.

The dispersed CI activities setup, however, is not without its own risks and possible weaknesses. The Table 14 below highlights some possible risk areas and how they can be addressed for the dispersed CI activities setup to function properly.

Possible Risk	Comments	Remedy
Accountability	Because CI activities do not reside in a specific unit or department, who then becomes accountable to ensure CI is being carried out	The best way to address this possible risk is to embed the CI activities and deliverables within the performance deliverables of the concerned employees. That way, the CI activities become part of the performance appraisal. This was observed in this case study of Steward Bank where other job roles like Innovator, Market risk analyst, Business analyst, Product development officer etc. have CI activities embedded into their job descriptions
Coordination	CI is required at both tactical and strategic levels. At strategic level, consolidated CI from various parts of the organisation is required, and not disjointed intelligence in various parts of the organisation	If the dispersed CI activities are implemented, then the strategy department must take up the role of coordinating and consolidating the CI from various parts of the organisation to be used for strategy formulation
Expertise	As seen in the literature review, CI requires high levels of expertise. With a dispersed CI activities setup, how do you ensure that the personnel conducting CI are sufficiently skilled?	Multi-skilled employees who can perform their roles in the department and also perform CI specialist activities are required to make this work. Talent management for dispersed specialist activities like CI should be about identifying those with potential to perform in their traditional department roles as well as potential to perform in the dispersed specialist activities. Those become the multi-skilled employees, the talent

Table 14 - Key risk areas and remedies for a dispersed CI activities setup

5.4 What does this study tell us about how talent management could be practised in contemporary organisations?

5.4.1 Talent management and key strategic activities

> **Proposition 8:** Failure to recognise key strategic activities is a gap in talent management practice
>
> **Proposition 9:** Key strategic activities that contribute towards strategic objectives should be considered for talent management

It is clear from the talent management literature that much emphasis is placed on talent as key selected people viewed as high performance individuals (Thunnissen et al., 2013a: 1751; Tansley, 2011: 271; Gobet, 2013: 87; Iles et al., 2010: 181–2) or key selected roles or positions regarded as strategic in nature that differentiates organisational performance and filling them with high performing incumbents (Cappelli and Keller, 2014: 309; Thunnissen et al., 2013a: 1751; Mcdonnell et al., 2017: 104; Iles et al., 2010: 181–2; Collings and Mellahi, 2009: 304). Cappelli and Keller (2014: 309) used the phrase 'key roles' which typically include senior management and executive positions. There appears to be a gap in the literature in looking at specialist or professional roles as potential key roles for talent management.

In the case study of Steward Bank, focusing on CI specialist activities, it is apparent that there exist key strategic activities often hidden and dispersed that are a key performance differentiator for the organisation, and are not associated with specific job positions or job roles. These key strategic activities seem to fall outside the current categorisation of talent, where talent is defined either as selected people or selected strategic roles/positions. A further look at Silzer and Dowell (2010: 18)'s definition of talent management, show an implicitness of talent management activities towards the achievement of strategic objectives where the definition is as follows:

'Talent management is an integrated set of processes, programs, and cultural norms in an organisation designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs' (Silzer and Dowell, 2010: 18 in Dries, 2013: 274)

The above definition of talent management seems to suggests that organisational talent is for the purpose of achieving strategic objectives and future business needs, thus any processes, programs geared towards that qualifies to be part of talent management. The empirical evidence

from this research shows that the dispersed CI activities play a major role in performance differentiation and are a key ingredient to formulating and achieving strategic objectives and future business needs. From this notion it can be argued that while the definition of talent management by Collings and Mellahi (2009: 304) and Cappelli and Keller (2014: 309) that focuses on identifying strategic key positions and filling them with high performing incumbents is largely correct, there is also need to add 'key strategic activities', which in some cases may be dispersed and not linked to specific job positions or roles.

In an article which discusses how to assess high potential talent, Silzer and Church (2010: 227) argue that high potential talent can be assessed from 'strategic area' point of view as opposed to 'strategic positions'. The strategic areas are not matched to specific functions or business unit but to undefined roles and positions. The emphasis, hereby, is placed on strategic areas, or as in our case, strategic activities rather than focusing merely on defined roles and positions. This is consistent with the findings of this study, where CI activities are not associated with defined roles or positions and yet deserve to be recognised as organisational talent.

Implications for organisational practice

In section 5.2.6, a holistic approach to talent management, which includes both leadership talent and expert/professional talent management is recommended based on the research findings. It can further be argued that key 'strategic activities' or 'strategic areas' with no specific job roles or positions, which are often dispersed across the organisation, must be included in the talent management system to make it truly holistic. These key strategic activities usually require expert or professional related talent, as seen in this case study of CI specialist activities, and therefore, are best suited for talent through deliberate practice perspective. Therefore, a holistic talent management system must cater for the following

1. Leadership talent
2. Expert and professional talent residing in specific roles
3. Strategically relevant dispersed activities

The implication of this on the research conceptual model is shown in chapter 6

5.5 What the research reveals about rhetorical obfuscation

> **Proposition 13:** Rhetorical obfuscation is a strategy used to hide or cover up failure in talent management practice

Given the strong rhetoric from the research participants supporting CI and the CI specialist activities as a key differentiator to organisational performance and as organisational talent, the expectation was that the talent management system would recognise the dispersed CI specialist activities as organisational talent. The talent management practice at Steward Bank focuses on identifying key strategic roles which are then filled with the right talent as identified through the nine-box grid talent management system, and not every position/role is considered as strategically critical to the organisation. The key strategic roles identified for Steward Bank included senior executive management roles and heads of departments and did not include the dispersed CI specialist activities which were rhetorically framed as organisational talent activities. Clearly, there is a gap between rhetoric and practice. In a talent management case study of Epicurea, a global multi-national corporation, Huang and Tansley (2012: 3675) presented the notion of *rhetorical obfuscation* which they defined as 'the intentional use of persuasive language to selectively project and communicate organisational agenda as a means of directing and reinforcing relevant stakeholders' commitments and conforming behaviours'. Rhetorical obfuscation was found as a tool used to hide the inconsistencies in practice and lack of legitimacy during the implementation of talent management (Iles et al., 2010 as referenced by Mcdonnell et al. 2017: 94; Huang and Tansley, 2012: 3673).

Implications for research

Research which relies on analysis of participants interviews must, therefore, analyse for rhetorical obfuscation by comparing rhetoric with practice; without this, research findings may not reflect reality.

Analysis of rhetorical obfuscation can be a possible useful source of new management concepts because the rhetoric can provide insight into what the best practice should be.

Concluding remarks

This chapter discussed various issued raised by the research findings and the impact on organisational practice and existing literature. Though the findings relate to Steward Bank, the case study organisations, the findings will benefit many other organisations in a similar position regarding CI and talent management. The next chapter will highlight the contribution this study

has made to organisational practice and theory

CHAPTER SIX: CONCLUSION AND IMPLICATIONS

The purpose of this study was to explore the CI specialist role as an organisational talent, and in the process explore how talent management is achieved for specialist roles like CI specialist. Three research questions were adopted to address the research objectives. A recap of the research questions driving this study are as below

1. To what extent is the CI specialist role formally structured? *rq1*
2. To what extent are those individuals undertaking CI activities formally regarded as organisational talent? *rq2*
3. What talent management frameworks are in place to effectively manage individuals undertaking CI specialist activities? *rq3*

A signature matrix consisting of rhetorical framing devices and rhetorical reasoning devices was used to expose rhetorical frames depicting how the research participant framed the various phenomenon related to the research questions. The research findings can be summarised or reduced to the frames identified by the research process, and shown in Figure 26 below.

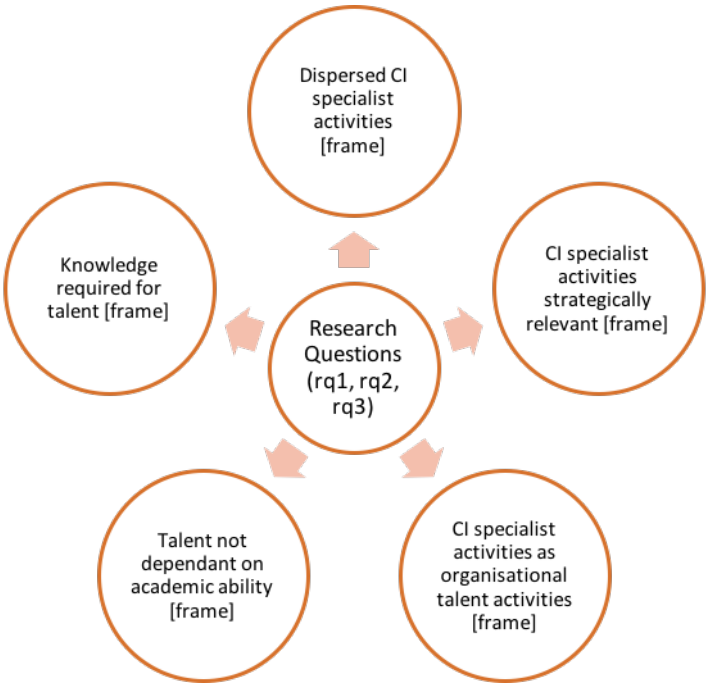

Figure 26 - Summary of research findings in the form of frames derived from frame analysis

The organisation under study did not have formal CI specialist roles, but rather CI specialist activities were dispersed across the organisation and produced the required actionable

intelligence for tactical decision making and competitive strategy formulation. It is clear from the findings that the CI specialist activities play a significant role in differentiating organisational performance. However, because the CI specialist activities are not tied to a specific role or position, they are not incorporated in the formal talent management system which recognises strategic roles (currently limited to leadership roles) as talent. The dispersed CI specialist activities setup is preferred because specific departments or units are better placed to provide CI in specific areas of the organisation's operating environment. This is attributed to the fact that there is specialised knowledge resident in specific departments which is required to produce actionable intelligence.

It is the argument of this study that the dispersed CI specialist activities should be included in the talent management system. This calls for a review of the existing talent management perspectives to include CI specialist activities, and other similar strategically relevant specialist activities, which may not be tied to specific roles or job positions. The result is a framework that allows key strategic specialist activities, like the dispersed CI specialist activities, to be identified and carried out by high performing incumbents.

Implications for the conceptual framework

Based on findings and discussion in this study, it is argued that organisations will benefit more from a holistic approach to talent management, which not only includes key strategic leadership roles, but also incorporates key strategic specialist roles and key strategic specialist activities. Figure 27 below presents a conceptual framework, inspired by the findings of this study, that can be used to implement a holistic talent management framework.

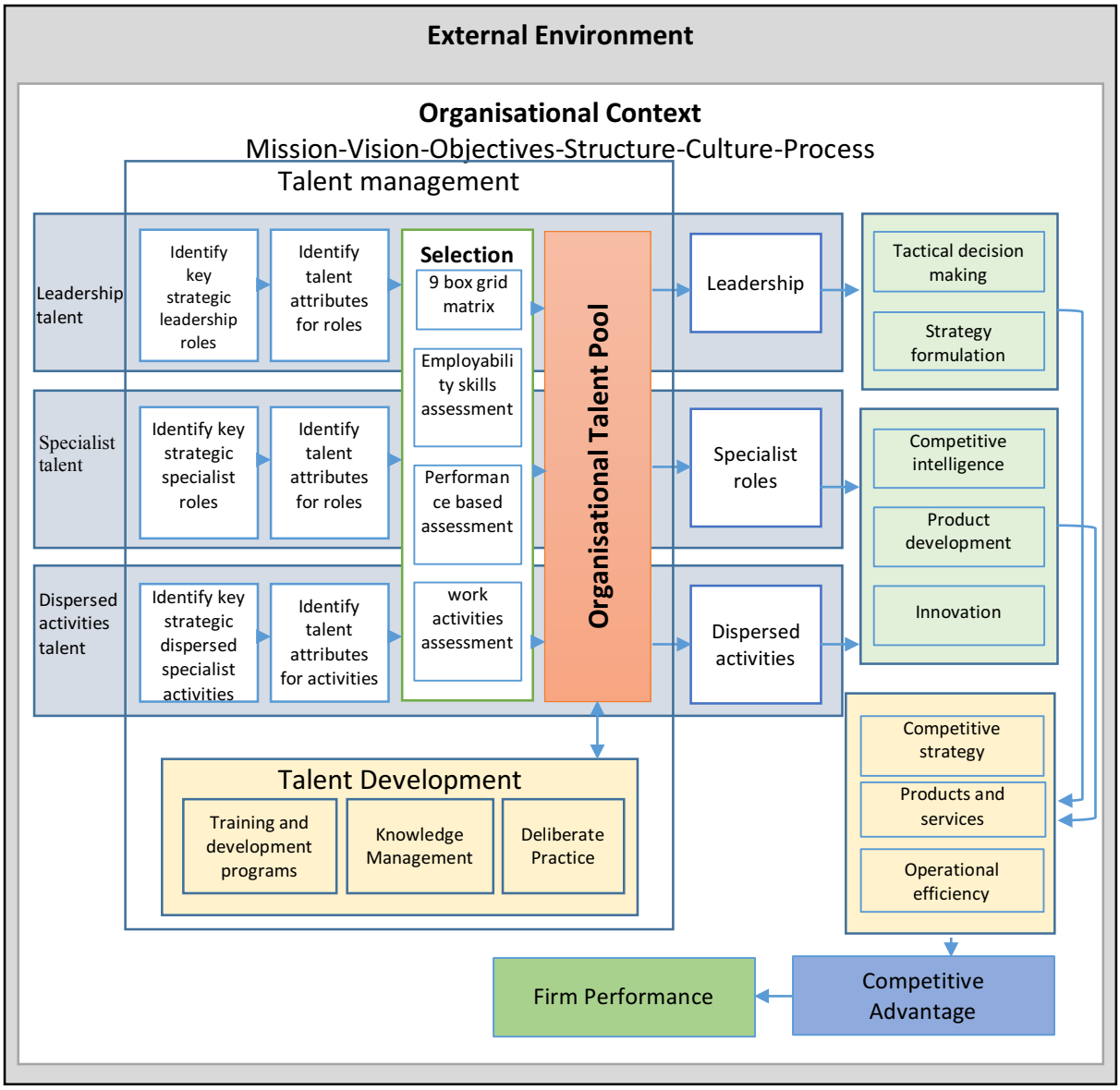

Figure 27 - A holistic talent management framework. Derived from findings and lessons for this research

Firstly, the key strategic leadership roles, key strategic specialist roles, key strategic dispersed specialist activities, which differentiate organisational performance, must be identified. Thereafter, the key attributes, skills, and competencies required to effectively carry out the three role types should be determined to enable selection of incumbents with potential. Selection of incumbents can be done using the nine-box grid matrix, assessment of employability skills required for roles, performance based assessment using tools like psychometric testing, and work activities and updating assessment (discussed in Chapter 5 section 5.2.3 and also illustrated in figure 25). Once the incumbents have been identified, there are then classified as talent and form the organisational talent pool. Development of the talent

can be done through deliberate practice (as discussed in chapter5, section 5.2.3), knowledge management to address gaps in requisite knowledge which may include specialist and business context knowledge, and other training and development programs deemed necessary as the need arises. The talent management will therefore produce talent with the capacity to make tactical decisions, competitive strategies, produce CI, and develop innovative products, which creates competitive advantage and thus differentiate organisational performance.

This conceptual framework will allow the CI specialist role and dispersed CI specialist activities, and other similar roles and activities, to be formally recognised as organisational talent.

Contributions of research findings

The findings from this study have contributed significantly to literature and the business world for both talent management and competitive intelligence, and to research methodology.

Contribution to talent management

As highlighted in the introduction to this study, the modern thinking around talent management in organisations has been developed mainly through research by United States of America (US) scholars using North American rational with a focus on multinational and private organisations (Thunnissen et al., 2013a: 1745; Mcdonnell et al., 2017: 92), and of notable concern is the lack of empirical efforts towards talent management within the African continent. This study successfully helped to bridge the gap by providing empirical insight into talent management from the case study within the Zimbabwean and African context. And also because this empirical research was done in the banking sector, it provides ground-breaking work for a talent management view from the perspective of the banking sector.

This research advances prior research which focused on the object approach to talent management where the focus is on identifying key positions that differentiate organisation performance and filling the positions with incumbents that exhibit the required competency (Collings and Mellahi, 2009: 304). The empirical evidence from this research provides another real life case where talent management is practised from the object approach perspective. The research findings also dispel critics who argue that talent management is nothing more than rhetoric and is difficult to institutionalise it within organisations (Iles et al., 2010 as referenced by Mcdonnell et al. 2017: 94). There is clear evidence that talent management has been institutionalised at Steward Bank.

The research findings have also introduced a new perspective to talent management which did not exist in the current talent management literature. Whereas the object approach to talent management focused on identifying key strategic roles or key strategic job positions that differentiate organisational performance, this study illuminated the notion that *key strategic specialist activities* (which might not be tied to a specific job or role) also deserve to be recognised for talent management.

This study heightened the notion that talent is not necessarily always innate, but it can be developed through systematic and structured deliberate practice. The notion of talent as inborn or as acquired should not be viewed as opposed to each other, but rather as complementary views, and organisations stand to benefit by taking a balanced view of talent as both innate and acquired.

Through the contribution of this research, Collings and Mellahi (2009: 304)'s definition of talent management can be expanded to include key activities in addition to key positions as follows:

> Talent management consists of activities and processes that involve the systematic identification of key positions and *key activities* which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles and *activities*, and the development of a differentiated human resource architecture to facilitate filling these positions and *activities* with competent incumbents and to ensure their continued commitment to the organisation.

Contribution to competitive intelligence

This research provided much-needed insight into CI and CI specialist practice from a banking sector point of view. Wright et al. (2009: 943) noted with concern that empirical studies regarding CI in the banking sector are minimal regardless of continent. This study bridges that gap and adds one more empirical based study into CI in the banking sector. Secondly, prior to this study, there seems to be no research of CI and CI specialist conducted within the Zimbabwe context. Du Toit (2013: 31) noted that CI management is well-established within organisations in developed countries whereas in developing countries (Zimbabwe is classified as a developing country) advances in managing intelligence are overly unknown and seems to be the case that management is surprised by changes in the competitive environment. This study

has bridged that gap and provided ground breaking insight into how CI and CI specialist practices are being implemented within the Zimbabwean context.

As seen in the discussion of findings, existing studies which advanced CI have focused on the institutionalisation of CI on the presumption that a formal CI specialist role exists within the organisation. This has led to three possible organisational structures for the implementation of CI namely: Centralised structure, Decentralised structure and Hybrid structure (Du Toit and Muller, 2004: 5; Miller, 2000: 47). However, the findings from this study reveal that where specialist knowledge required to generate CI is dispersed, there is merit for a dispersed CI activities setup. For the dispersed CI activities setup to work, there is need for multi-skilled employees in each of the specialised knowledge areas. Therefore, this study adds a fourth possible way to institutionalise CI, where CI can be formally structured without the existence of a CI unit. This approach will be termed 'dispersed CI activities', as shown in Table 15 below

Structure	Description
1.Centralised	The CI activities are assigned to a specialized intra-organisational unit which relies on information and input from throughout the organisation. CI is conducted by CI specialists from a centralized place
2.Decentralised	Several CI specialists are spread throughout the organisation in order to meet tactical intelligence needs in the various business units.
3.Hybrid	CI activities are assigned to a specialized intra-organisational unit, but also with some CI specialists are spread throughout the organisation.
4.Dispersed CI activities	CI activities are carried out throughout the organisation with no specific CI specialist roles defined. The CI activities are embedded in other job roles and requires multi-skilled employees who are experts at their normal job roles as well as the CI activities

Table 15 - New addition to organisational structures for CI

Contribution to research analysis

This study adopted frame analysis to analyse the research data collected through semi-structured interviews. A signature matrix consisting of rhetorical framing devices and rhetorical reasoning devices was adopted to illuminate how the participants framed the phenomenon under investigation.

The signature matrix approach to identifying frame elements has not been extensively applied to empirical business related research. Azad and Faraj (2013) used the signature matrix adopted from Gamson and Lasch (1983: 399) in an illustrative study of how frame analysis can be used in the information systems (IS) implementation process. The research did not involve empirical data but was a conceptual review illustrating how the signature matrix could be applied to organisational research. Another research done by Creed et al. (2002) focused on civil rights and the social construction of identity within the workplace with an emphasis on non-discrimination of gays, lesbians, bisexual and transgender. The research was an empirically based research and used the frame analysis signature matrix, as proposed by Gamson and Lasch (1983: 399), for the data analysis. Apart from these two pieces of research mentioned above, there seems to be no other research within the organisational context where the frame analysis signature matrix has been applied.

By successfully applying frame analysis, this research has heightened the notion of frame signature matrix as a data analysis technique for identifying how actors frame certain phenomenon within the organisational context. Therefore, by identifying the various frames projected by a research participant through the analysis of interviews, it is possible to conclude how a phenomenon is framed by that individual. Figure 28 below is a diagrammatical representation showing how the signature matrix elements make up a frame and how the identified frames can be used to derive how the participants frame the research phenomenon, and thus derive frame propositions that reflect the findings. And also because organisational frames can be constructed in response to industry frames, an exploration of frames within the organisation can provide insight into the whole industry or sector

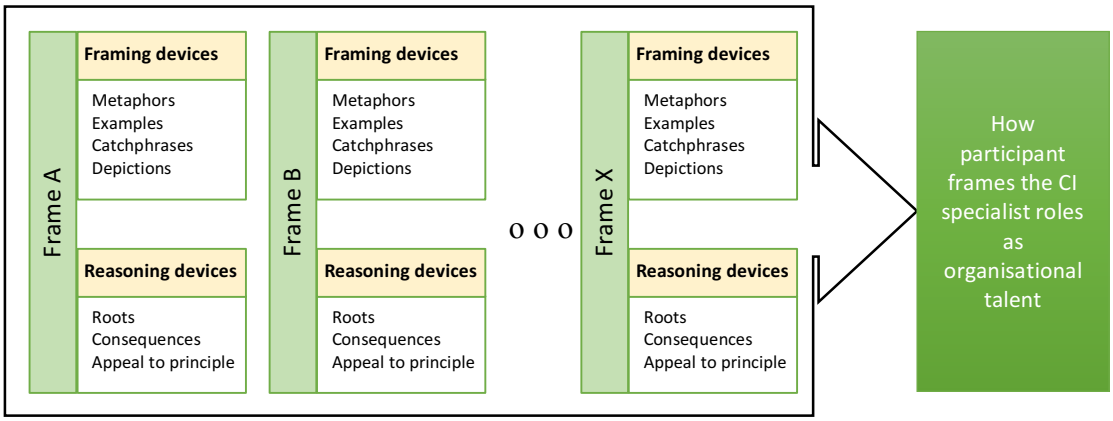

Figure 28 - Identifying frames using a signature matrix for individual participants. (How frame analysis was used for this study). Constructed from concepts by Gamson and Lasch (1983: 4-5); Gamson and Modigliani (1989: 3-4)

The implication of this is that frame analysis can now be safely added to the data analysis tools that can be applied to qualitative research. The successful use of this technique provides an empirical basis on how frame analysis can be used in practice, and the following propositions can be derived:

> **Proposition 20:** A frame signature matrix can be used to expose how research participants frame a phenomenon
> **Proposition 21:** Frame analysis can be used to analyse qualitative discourse data

Summary of contributions

The table below presents a summary of the contribution that this study has added to knowledge and to the business world.

Contribution to knowledge	Proposition #
The study heightens a new perspective to how talent is defined within a Christian country context, like Zimbabwe, whereby talent is taken as a gift from God. Prior to this study, it seems it was only the French who framed the definition of talent from this perspective; now we can add Zimbabwe to the list. The findings also expanded an existing definition of talent; whereas talent has traditionally been defined as attributes possessed by individuals, this study highlights that talent is not just about possession of attributes, but rather it is about the unique application of ability.	1, 2
The competitive intelligence specialist role can found in the organisation dispersed as competitive intelligence specialist activities. The main reason for this is due to the dependence of competitive intelligence on specialised knowledge which is dispersed in the different departments and units across the organisation.	4, 5, 6
There exist some key strategic activities within the organisation that differentially contribute towards the organisation's performance, and are not tied to specific roles or positions, but rather are dispersed throughout the organisation. Due to the impact these activities have on the organisational performance, they deserve to be included in the organisation's talent management system	7, 8, 9, 10, 11, 12
This research exposed the concept of rhetorical obfuscation where managers and employees attempt hide the inconsistencies in practice in light of what they believe to be best practice. In other words, where management or employees realise that best practice is not being followed, they use persuasive language to selectively project and	13

reinforce the ideal practice regardless of whether the organisation is practising it. In light of this, analysis of rhetorical obfuscation can be a possible useful source of new management concepts, because the rhetoric can provide insight into what the best practice should be	
The use of frame analysis can be applied to qualitative research to analyse research interviews. A signature matrix consisting of rhetorical framing devices and rhetorical reasoning devices can be used to expose how the participants frame certain phenomenon. This provides a more systematic method to analyse qualitative data. Frames that are consistently shared by all or most participants across the organisation make up the *strategic* frames, which reflect how a phenomenon is framed by the organisation and in some cases by the industry.	20, 21
Contribution to the business world	
This study reinforced the perspective that talent management should begin by identifying key strategic roles and filling those roles with high performing incumbents. In addition to that, the study discovered that there are key strategic activities or key strategic areas which are not tied to specific roles or position. These strategic activities could be dispersed throughout the organisation and deserve to be recognised for talent management. **Implication:** *The talent management system should be designed to incorporate dispersed key strategic activities or key strategic areas*	
This study has heightened the notion that talent for CI specialist activities, and other similar specialist activities/roles, can be developed through deliberate practice **Implication:** *The talent development program within the organisation should incorporate processes that encourage 'deliberate practice' to enhance and develop organisational talent*	
This study has shown that in an organisation which has multi revenue areas with specialised knowledge required for CI, a dispersed CI activities setup will produce more reliable CI. **Implication:** *A dispersed CI activities structure can be implemented within an organisation for CI. The issues raised in Table 14 should be noted for efficiency of the this approach*	

Table 16 - Summary of contribution to theory and practice

Considerations for further research

This study has heightened the notion of dispersed CI specialist activities, with the suggestion that similar professional or specialist roles may also benefit from such a setup. Therefore, there is need for empirical based study exploring the institutionalisation of dispersed specialist activities in other professional or specialist areas like information technology, marketing, knowledge management and others.

This study focused on CI specialist and talent management within the banking sector of Zimbabwe. There is also need to explore CI specialist and talent management in other sectors to get a broader view of how actors in various sectors in Zimbabwe view CI specialist as organisational talent. It has been argued in this document that in order for a dispersed specialist activities setup to work, there is need to have multi-skilled employees. In a recent article, Dizik (2017) argues that the next generation of jobs will not be about professions but about challenges and problems. This calls for a shift in the current thinking where people are restricted to a specific job profession, to allowing people to gain and develop a wide range of skills which allow them to resolve problems and challenges in the work place, and hence produce the multi-skilled employees. In light of this, there is need for more research into the notion of the multi-skilled employees which, in my opinion, could be the future of human resources and even how people acquire their education.

Lastly, as argued in this document, deliberate practice can play a crucial role in talent development in organisations because it offers a practical blueprint on how talent can be developed and managed. There is therefore need for further research to explore how a deliberate practice program can be structured and institutionalised within an organisation.

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Appendix 1 - Participant consent form

Participant Consent Form

Study title: CI specialist roles as a critical organizational talent

Name of Researcher: Wilson Tawodzera

1. I confirm that I have read the cover letter and fully understand what is expected of me during this study. I have been given the opportunity to ask questions about the study and these have been answered adequately. ☐

2. I understand that my participation is voluntary and I have the right to withdraw at any point, prior to (12 months – date to be inserted) without it being necessary to provide a reason and without any implications for my legal rights. ☐

3. I give my permission for the interview to be digitally voice recorded on the understanding that the recording will be destroyed as soon as it has been transcribed. ☐

Date: _____

Name of Participant: _____ Signature: _____

Name of Researcher: _____ Signature: _____

Appendix 2 - Participant debriefing information

Participant Debriefing Information

Once again I would like to take the opportunity to thank you for taking part in this research study.

Data Protection is taken very seriously and all your personal data including your email address will be kept safely, securely and will not be given to any third parties. The data collected that you wish to be kept confidential and anonymous will be so. The Research Ethics Committee for Nottingham Trent University is mandated to ensure that the rights and welfare of research volunteers like you are protected. Only myself, as the researcher and my supervisors, Professor Carole Tansley and Professor Duarte Pitta Ferraz, will have access to the transcripts of the interviews, although under exceptional circumstances they may need to be viewed as part of the examination process. In all cases, those who have access will do so in order to ensure that the overall project meets academic standards and they will themselves be bound to maintain strict confidentiality.

You are reminded of your right to withdraw from the research at any point, during the next 12 months by contacting me – details published below. You do not have to give a reason for seeking to withdraw from the research. Should you withdraw then all data and responses relative to you will be removed from the research and destroyed.

The completed research report will not contain the names or identities of any of the research participants. The researcher would also like to use the study to publish academic papers in due course and again all identities of participants will remain anonymous. Should you wish to have access to the final publication, then a copy will be made available for you.

In the meantime, if you have any questions please do not hesitate to contact me.

Appendix 3 - Participant details collection form

Interview with roles (1), (2), (3), (4) and (5)

Thank you for agreeing to take part in this research project and for taking the time to be interviewed today. This interview is part of a study on the importance of the CI specialist role as a critical talent for CI at Steward bank Zimbabwe. If there are any questions that you don't feel comfortable answering, then please say so and we'll move on to the next section We anticipate the interview will last between 40 minutes to an hour. During this time, you might refer to internal documentation or reports which might be useful for this study. If so, we would be very grateful if we could be provided with copies. Finally, would you mind if we tape record the interview? Thank you once again for agreeing to take part.

Researcher ……..

Date of interview……

1. Location(s)…….
2. Name of interviewee…….
3. Role……Role number 1/2/3/4/5
4. Contact details…….
5. Tel/email……..
6. Ethnicity……
7. Gender……..
8. Age ……..
9. Length of service……..

Appendix 4 - Interview question guide

1 Definitions

1.1 What do you take 'competitive intelligence' to mean in your organisation?
1.2 What do you take 'talent' to mean in your organization? Would the CI specialist role be considered as a critical talent? And why?

2 Key variable 1: Environmental context: external

2.1 What are the external influences on CI and the CI specialist role for your organization?
2.2 How would you benchmark your CI skills with other banks in Zimbabwe?
2.3 How easy is it to get a replacement for CI specialist role(s) in the job market? Why is that?

3 Key variable 2: Environmental context: internal

3.1 Can you describe the structures under which the CI specialist role operates?
3.2 What aspects of your organizational culture supports the CI specialist role?
3.3 To what extend is the CI specialist role formalised within your organization?

4 Key variable 3: The CI specialist role

4.1 Can you describe the process and activities the organization follows to produce actionable CI? Can you specify the job titles of the persons involved in each process/activity?
4.2 What skills, attributes do you consider as important to effectively execute the CI specialist role?
4.3 How do those who perform the CI specialist roles acquire the necessary skill in your organization? What role, if any, does the organization play?
4.4 How do you evaluate the benefits of CI / CI specialist role to your organization?
4.5 Can you highlight the major challenges in carrying out the CI specialist role?
4.6 How do u manage / overcome the challenges?
What improvements, suggestions would you recommend?
4.7 Where do you see the CI specialist role in the near and distant future?

5 Key variable 4: HR and organizational policies

5.1 Who in your organization is responsible for the CI specialist roles? (List of CI specialist roles to be supplied)
5.2 Does the organization have documented policies for the CI specialist role? I.e. retention policies? Recruitment policies? Training policies? Any other policies?
5.3 In what ways do plan/manage for the CI specialist role for the future?
5.4 Does the organization have talent management policies in place for the CI specialist role? Should the organization have talent management policies for CI specialist role? Why?

6 Key variable 5: Strategic importance

6.1 Is CI and/or CI specialist role discussed at board level?
6.2 If yes, what are the issues the board considers. If no, what do you think are the issues the board should consider?
6.3 In your own view, what is the strategic importance of the CI specialist role to the organization? What role does CI / CI specialist role play towards the strategic choice of the organization?
6.4 In your own view, does the CI specialist role contribute toward the performance of the organization? How?

7 Can you provide us with any tips/tricks/quick wins with regard to CI specialist role?

Appendix 5 - Global internet search for competitive intelligence specialists job adverts (Conducted as at 10 April 2016)

	Job title	Job Category / Company / Industry	Country	Continent	Location	Responsibility
1	Market Intelligence Analyst	Investment / Asset Management	SOUTH AFRICA	AFRICA	Cape Town - Southern suburbs SOUTH AFRICA AFRICA	Have a meaningful impact on the mission-critical products and services that clients rely on every day. This financial service provider offers solutions to all participants across all security types for the Equity, Fixed Income and Municipal markets.
2	Competitive Intelligence Manager		SOUTH AFRICA	AFRICA	ZA-GT-Johannesburg SOUTH AFRICA AFRICA	Manage and execute deliverables that inform (internal) stakeholders on the competitor intelligence environment across the audit, tax and advisory market space in South Africa, Kenya and Nigeria, being the three largest SSA markets.
3	Competitive Intelligence Analysts	Business Development / Proposals	UNITED STATES OF AMERICA	AMERICA	RESTON, VA US USA AMERICA	Conduct in-depth competitive intelligence research using a variety of industry tools (FPDS, GovWin IQ, BGov, DACIS, LexisNexis, etc.) Generate and present tactical competitive analyses in support of large capture opportunities that span the defense, intelligence, federal civilian, and commercial arenas
4	Competitive Intelligence Analyst		UNITED STATES OF AMERICA	AMERICA	Pennsylvania, USA AMERICA	Conduct in-depth research and analysis of companies, industries, technologies, marketplaces, and competitors to uncover key, actionable information and insights for business development strategy.
5	Competitive Intelligence Analyst	Marketing	UNITED STATES OF AMERICA	AMERICA	Redlands, CA USA AMERICA	Gather, analyze, and synthesize information about the geospatial and related tech markets, focusing on both existing and emerging competitive landscapes Develop and maintain a network of information sources, including internal teams, distributors, partners, customers, and industry experts Define and report on competitive metrics Develop up-to-date tools (battle cards, product analyses, competitive responses, internal and external presentations, etc.), with a view toward improving sales effectiveness
6	Competitive Intelligence Analyst	Information Technology	UNITED STATES OF AMERICA	AMERICA	USA-Minnesota, Minneapolis USA AMERICA	Developing recommendations on how to increase Intel Security's competitive edge Evaluating the competitive landscape and monitoring changes in market dynamics
7	Associate Competitive Intelligence Analyst		UNITED STATES OF AMERICA	AMERICA	US-FL-Jacksonville USA AMERICA	Understanding of competitive intelligence software, maintaining and enhancing the internal competitor cross database. Assist in collecting, reviewing, and reporting competitor information all in accordance to legal and ethical business practices
8	Competitive Intelligence Specialist	Marketing & Communications	UNITED STATES OF AMERICA	AMERICA	MASSACHUSETTS, USA AMERICA	Developing & Maintaining Competitor Playbooks Working with Industry Executives and Sales & Growth Team identify top competitors by Industry. Aggregating competitor data and providing recommendations to Watson Health solutions, pricing and win strategies.
9	Competitive Intelligence Director	Marketing	UNITED STATES OF AMERICA	AMERICA	US - California - San Francisco USA AMERICA	Understand the competitive landscape and advise product and go-to-market leadership on appropriate sales strategies.

10	Competitive Intelligence Analyst		UNITED STATES OF AMERICA	AMERICA	Rolla, MO USA AMERICA	Effectively synthesize and disseminate market intelligence/research findings and insights, and make recommendations based on those findings, to enable key stakeholders across the company to more effectively and efficiently formulate strategy, architect solutions and prioritize market opportunities to drive revenue growth, expand operating margins and improve the market position of the company Collaborate with internal customers to define competitive research needs and objectives and determine research priorities that are consistent with business goals and objectives
11	Competitive Intelligence Analyst	Business Development	UNITED STATES OF AMERICA	AMERICA	Arlington, VA 22201 USA AMERICA	Prepares tactical competitive analyses in support of large domestic and international capture opportunities
12	Competitive Intelligence Manager	Product Management	UNITED STATES OF AMERICA	AMERICA	CA, USA USA AMERICA	Ownership of the data analysis to provide a quarterly view of the competitive landscape in the storage market segment Maintain up to date knowledge of leading competitors, including corporate and product information and features. Provide input to marketing teams for positioning & messaging and product management teams towards product roadmap Partner with competitive subject matter experts across the company to ensure that product and GTM understanding is current and validated.
13	Manager, Competitive Intelligence		UNITED STATES OF AMERICA	AMERICA	US-MA-Cambridge USA AMERICA	Manage the conduct of primary and secondary competitive intelligence to support the development of product opportunity assessments for multiple products across the Alnylam pipeline (including new products) Develop competitive summaries for review at Alnylam board of directors meetings and other management forums
14	Manager, Competitive Intelligence	Industry Sales – Marketing	UNITED STATES OF AMERICA	AMERICA	Princeton, NJ USA AMERICA	Conduct primary and secondary research. Gather and analyze industry, market and competitor intelligence. Provide insights on competitor strategies, strengths, weaknesses, opportunities, threats and strategic plans.
15	Intern, Competitive Intelligence and Analytics	Industry: Other Great Industries Job Type: Accounting Finance Insurance	UNITED STATES OF AMERICA	AMERICA	Somerville, NJ USA AMERICA	Synthesizing predictive analytics and insights on market conditions, competitor performance and implications for the group
16	Competitive intelligence associate	Industry: Computer Software, Retail, Other Great Industries Job Type: Marketing, Research, General Business	UNITED STATES OF AMERICA	AMERICA	Dayton, OH USA AMERICA	Monitor, research, and analyze assigned competitors and their products. Create pertinent tools and materials which will help the Reynolds and Reynolds sales force complete their job more effectively.
17	Competitive Intelligence Analyst	Industry Legal Job Type Legal	UNITED STATES OF AMERICA	AMERICA	Chicago, Illinois USA AMERICA	Provide research supporting the competitive intelligence and business development teams
18	Competitive Intelligence Manager		UNITED STATES OF AMERICA	AMERICA	Pleasanton, CA, USA AMERICA	Help define Competitive Intelligence programs and execute those programs Improve sales effectiveness by providing fact based analysis on key competitive trends
19	Competitive Intelligence Analyst	GRC Solutions is a division of Wolters Kluwer that provides a broad spectrum of software solutions, consulting services and industry specific expertise to customers across the globe.	UNITED STATES OF AMERICA	AMERICA	Minneapolis, MN USA AMERICA	Acquire and consolidate important competitive information from internal and external sources, including market and other public sources in the US and by global region
20	Competitive Intelligence		UNITED STATES OF	AMERICA	CA USA	Market intelligence – be the expert. Understand

	Specialist		AMERICA		AMERICA	customer's needs and their buying criteria; in particular understand where HEAT's solutions offer a better value than competitors
21	Competitive Intelligence (CI) Analyst	Dechert is a global specialist law firm with 900 lawyers in 27 offices	UNITED STATES OF AMERICA	AMERICA	Philadelphia USA AMERICA	Conduct in-depth research and analysis of companies, industries, technologies, marketplaces, and competitors to uncover key, actionable information and insights for business development strategy.
22	Competitive Intelligence Specialist	Job: Marketing & Communications Family Group	UNITED STATES OF AMERICA	AMERICA	Boston USA AMERICA	Synthesize data into information that is easily consumable by all business decisions makers. Identify relevant market trends, do follow-up analysis and prepare visualizations for thought-leadership content or marketing campaigns.
23	Competitive Intelligence Analyst	Tesoro Corporation, a Fortune 100 company, is a leading independent refiner and marketer of petroleum products with a strategically focused presence in the western United States.	UNITED STATES OF AMERICA	AMERICA	San Antonio, TX USA AMERICA	Presents analytical findings and disseminates regular competitive intelligence reports to key stakeholders and Senior Management. Collaborates with internal and external experts to develop robust Competitor summaries and perspectives on Competitors strategies. Conducts analyses of competitor opportunities, market impact, landscape trends.
24	Manager Competitive intelligence	Baxter International Inc. provides a broad portfolio of essential renal and hospital products, including home, acute and in-center dialysis; sterile IV solutions; infusion systems and devices; parenteral nutrition; biosurgery products and anesthetics; and pharmacy automation, software and services	UNITED STATES OF AMERICA	AMERICA	Deerfield, IL USA AMERICA	Provides data, insights, suggestions, and meaningful recommendations from an objective viewpoint based on an in-depth understanding of competitive information.
25	Competitive Intelligence Manager		UNITED STATES OF AMERICA	AMERICA	Mountain View, CA USA AMERICA	Provide actionable competitive intelligence and strategy to win deals against the competition by stitching together information from competitor's technologies, business and go-to-market strategy, product strategy and messaging.
26	Product Manager, Competitive Intelligence	Company: Tableau Software	CANADA	AMERICA	Vancouver, British Columbia, Canada AMERICA	Provide deep, ongoing and timely competitive research and analysis of competitors' products and announcements. Deliver actionable competitive intelligence, sales tools, training, and consultative engagement to support the needs of the engineering, marketing and sales teams.
27	Market Intelligence Representative		CANADA	AMERICA	MVentix CANADA AMERICA	Gather market intelligence information, competitive intelligence information, and quality assurance information
28	Market Competitive Intelligence - Research Analyst	Marketing, Advertising, PR	INDIA	ASIA	BANGALORE INDIA ASIA	Research and collate fundamental truths in the economy to help local leadership determine key economic levers and develop a point of view. Gather competitive information from primary sources; including media coverage about key competitors; industry players, SWOT analysis and capability intelligence.
29	Competitive Intelligence Analyst	Medical / Healthcare / Hospitals	INDIA	ASIA	BANGALORE INDIA ASIA	Managing and delivering the prioritized competitive intelligence programs (Key Intelligence Topics for marketing processes) for business as defined with CMI Expert & Business Partner - including scoping/designing programs, recommending appropriate methodologies to meet business requirements and executing on program through to data reporting.
30	Competitive Intelligence Specialist	Marketing IT-Software / Software Services	INDIA	ASIA	PUNE INDIA ASIA	Conduct primary consumer research to support product development and strategic initiatives. Conduct research and analysis in evaluation of potential acquisitions, partnerships, investments, other strategic growth opportunities for the division

31	Competitive intelligence analyst		INDIA	ASIA	- Bangalore, Karnataka INDIA ASIA	Stakeholder management and interaction required Executing on Life Science regular competitive intelligence foundational products including managing vendors to ensure products are continuously fit for business purpose e.g. competitor profiles, newsletters Building expertise on the key competitors and landscape through individual learning and working proactively and sharing insights/recommendations with Business Partner(s)
32	Competitive Intelligence Analyst		INDIA	ASIA	Ahmedabad, Gujarat INDIA ASIA	Working on third party Competitor Products. Preparing Comparisons. Preparing docs related to analysis..
33	Competitive Intelligence Manager	Corporate Planning and Strategy	JAPAN	ASIA	Bizurichi, - Tokyo JAPAN ASIA	Do the analysis with the latest collection of the major competitive information, carry out the planning of measures. (Product strategy of competitors, the main feature updates, Win / Loss analysis etc) to promote internal sharing of competitive information through training and information dissemination, improve the competitive level of understanding of the business sector.
34	Market intelligence analyst		JAPAN	ASIA	JAPAN ASIA	Conduct detailed analysis with competitors, comparing performance and features Keep track on the updated global market trends Compiles and deliver product intelligence reports to the team on a regular basis
35	Competitive Intelligence Director		AUSTRALIA	AUSTRALIA	Melbourne, Victoria AUSTRALIA	
36	Competitive Intelligence Manager	Product Management	UNITED KINGDOM	EUROPE	London, GB UK EUROPE	Define and maintain the framework and approach for competitor profiles, battlecards, and competitive intelligence data storage and dissemination in general
37	Market Competitive Intelligence Analyst	Imperial Tobacco	BELGIUM	EUROPE	Belgium, Mechelen BELGIUM EUROPE	Assess ITGs brand performance by performing competitive analysis and support the business in prioritizing commercial opportunities using collaborative processes. Identify patterns and relationships in the strategic intelligence landscape and identify gaps for further investigation. Guard and enhance fact based decision making and support the Market & Competitive Intelligence Manager.
38	Director, Competitive Intelligence	Product Marketing	UNITED KINGDOM	EUROPE	London, GB UK EUROPE	Deliver high quality Competitive Intelligence support to the EMEA business, whilst at the same time ensuring EMEA is represented appropriately at the global level.
39	Competitive Intelligence Analyst	Market and Consumer Research Job Posting : Feb 18, 2016	SWITZERLAND	EUROPE	Nestec Ltd, Vevey, Switzerland EUROPE	Driving Competitive Intelligence through: regular screening of category trends and our competitive landscape; detailed analysis of competitor's business and financial performance; complete review of some of our major competitors (strengths, strategies, key battles and implications for Nestlé)
40	Search Marketing Manager, Competitive Intelligence		UNITED KINGDOM	EUROPE	London UK EUROPE	Manipulate large volumes of data and pull out insights; create new and improved techniques/solutions for data collection, management, and usage Utilize real-time competitive intelligence resources to monitor brand and trademark use, affiliate compliance, and competitive advertisers on paid search, organic search, local search, social media, mobile, and shopping engines worldwide
41	International Competitive Intelligence Manager	Division Roche Pharmaceuticals Function Sales &	SWITZERLAND	EUROPE	Basel-Town, Basel Switzerland EUROPE	Acting as a competitive intelligence (CI) expert in developing and delivering regular CI analyses, insights and reporting Managing external CI or other relevant vendor

		Marketing				relationships and deliverables
42	Market & Competitive Intelligence Mngr	Division Diagnostics Function Sales & Marketing	SWITZERLAND	EUROPE	Basel-Town, Basel Switzerland EUROPE	Lead the Roche Diagnostics Market and Competitor Intelligence Network Drive alignment of MCI deliverables across BAs/Diabetes Care and Regions Lead MCI activities (i.e. Competitor Workshops, analytical tools etc.) in close collaboration with the Market and Competitor Intelligence Project Manager
43	Manager, Analytics - Competitive Intelligence		SWITZERLAND	EUROPE	Genf Stadt, Genf SWITZERLAND EUROPE	Deliver accurate and impactful reports based on a solid understanding of the data sources and business needs Be able to navigate through multiple data sources, leverage big-data and convert raw data into actionable insights
44	Competitive intelligence leader		IRELAND	EUROPE	Dublin, Ireland EUROPE	Conduct extensive on-going research and analysis on our competitors Continuously analyze lessons learned and feedback from workshops to improve the processes further for the benefit of deal teams and the SIH Provide competitive thought leadership and actionable competitive insights to inform deal team decision making. Can facilitate Competitive War Gaming modules within the A3 Value Workshops
45	Principal Market Research Analyst	PRINCIPAL GROUP STRATEGY MARKET\COMPETITIVE INTELLIGENCE	UNITED KINGDOM	EUROPE	Mansfield, Nottingham UK EUROPE	Conduct rigorous quantitative and qualitative research and analyses; develop insights and communicate recommendations around strategic issues; support analyses with sound data collection. Scan macroeconomic and environment landscapes, identify key drivers, trends and potential business impact.
46	Director Competitive Intelligence Mktg					Continuously monitor competitor pricing, products, offers and promotions. Conduct daily monitoring of designated industry websites to ensure latest developments are captured, understood and appropriately incorporated into communications Proactively communicate and present competitive intelligence / hypotheses through summaries, formal presentations, and informal meetings to business partners at all levels of the organization.