

## MANAGEMENT TRAINEE PROGRAM OF TURKISH AIRLINES: GLOBAL DISTANCE EDUCATION

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### ABSTRACT

It has always been a contested task to try to present a scientific base for the concept of ‘management.’ The concept of management, which has always been of great importance to the institutions and organizations, has gone through periodical changes both in terms of its structure and scope, and improved in a parallel fashion as the time goes by. Political, economic, social and cultural transitions at global scale in the second half of the 20<sup>th</sup> century uncovered the necessity for certain organizations to revisit their concepts of management.

As a result of the economic equilibrium, which was driven by globalization, technological developments and political trends, neoliberal tendencies started to be favored all over the world. Consequently, free market system has been adopted and the increasing level of competition, which is supported by the system, gave way to the idea that the only way for the organizations to dominate the market that they play in is to present a more institutionalized, holistic and innovative approach.

The organizations, which have been following a more traditionalistic approach to management in the previous periods, started to make modifications in their methods. The workers, who have been considered to be mere manpower in the past, started to be seen as ‘value’ and that came out to be important for the sustainability of the organization. This viewpoint gave way to the strategic management practices. Management trainee programs of the institutionalized units are a result of this understanding. Today, several organizations train their managers on their own or through different means.

This study aims at examining the management trainee programs in the latest technological level that they arrived at, by focusing on how practical and productive these measures are in the special example of the Turkish Airlines.

### I- INTRODUCTION

The concept of management has been essential for the societies and civilizations to sustain their unities throughout the history. Although it has not been wholly conceptualized until the 17<sup>th</sup> century, significantly after the Industrial Revolution, as the establishment of the modern societies affected the process of questioning the concept of management. This also shed light on the necessity of rethinking the concept of management on a scientific basis for the institutions and organizations.

Through the end of the 19<sup>th</sup> century, management has started to be seen as an important unit, both conceptually and functionally, in any sections of society. Especially political, economic, social and cultural developments of the 20<sup>th</sup> century, which is also considered to be the longest century, have been effective in scientification and conceptualization of management. The reasons and results of the two world wars, which have left a great impact on the general outlook of the century, gave way to the polarization in the new world system. The influence of this polarization on the global economy has been vividly felt in all aspects of the life.

Globalization and the speed of technological developments caused the states modification on their economy policies. Significantly, as the iron curtain side of the Cold War went into a loss of power, the governments started to look for a solution to the economic crises by supporting liberal policies and the free market economy. This trend made the organizations feel the need for a change in their structures. Neo liberal policies and the trend of privatization in the second half of the 20<sup>th</sup> century, removed the international borders and several sectors found their places in the international competition. This increased the pressure over the organizations and necessitated a shift in their concept of management in order to preserve their existence in the market.

Since competition became the most important notion of this newly arising managerial style, quantity of workers, which have been a crucial element in the old system, is being replaced by the quality of the work. Thus, the organizations presented various methods to recruit qualified workers, to increase the qualifications of the present workers and to keep the qualified workers in their own systems. The concept of strategic management was based

on the qualifications of the workers and the organizations have gone through a process of privatization aiming at having highly skilled workers as well as supporting the professional development and corporate loyalty of their already qualified workers.

Corporate training is one of the most important ways to attract qualified workers to the organizations, to give them the sense of corporate loyalty and to benefit from these workers as much as possible. For this purpose, organizations came up with various training modules and began to use the ones that are most appropriate to the sector. Depending on technological developments, these modules enabled the organizations apply certain techniques to the effect of their international recognition. Web-based distant education programs, which have started to be widely used in recent years, are mostly preferred by the large-scale organizations.

Turkish Airlines, being a trademark in the aviation industry both in national and international arena, decided on to present special training to their managers and for this purpose, they preferred using Harvard ManageMentor, a world famous web-based distant management module. Harvard ManageMentor is consisted by diverse modules that were designed to improve the skills of future managers and other users, to help them with their weaknesses and defects, and to provide managerial solutions to possible problems that might face in the future. As the managerial trainee users fulfill these modules, they are considered to be qualified enough to start working as managers. Harvard ManageMentor, being one of the most successful web based management programs, is used by TA and the future managers are being trained with this.

## II- FROM TRADITIONAL TO STRATEGIC MANAGEMENT

Although the phenomenon of management has been existent since the very early stage of humanity, defining the concept has always been dependent on the hierarchy of the branches of science. While the economists would define the concept on the basis of production types that are related to land, capital and labor; political scientists take management as a system of authority. According to the political scientists, management is conceptualized as a class and reputation system (Can & at all, 2003, p.141). As management is put in practice differently in various scientific traditions, the concept itself also has not been defined on consensus. However, all different definitions of management reconcile on the functionality of human being in the practice. Although “human being” became an important element of the general understanding of management only as a result of 20<sup>th</sup> century developments, it has always been impossible to talk about the phenomenon or the managerial process itself without taking human being into consideration.

Management as a phenomenon has different features. Yet, the basic ones are as follows; the centrality of human being, division of labor among the human beings and setting a common goal for them (Onal, 1982, p.7). Additional features of management, with respect to the process, could be given as follows; management is an activity of coordination, it is universal, it necessitates a human element, it is an activity of division of labor and specialization, it includes an authority figure and it is a gradual process.

Management is a favorable subject for the academics because it is known that the success scale of the organizations and institutions is highly dependent on managerial process. Since the institutions and organizations are mostly being affected by ideological and political practices, it is of increasing importance to preserve success and stability in managerial level under any kind of circumstances. The basis of managerial process is rooted in the historical reality of the phenomenon of management and managerial approaches that are being accepted.

Managerial approaches are generally classified as Classical\Traditional Approach, Neo Classical\Behavioral Approach, Modern Approach and Post-Modern Approach. Classical Managerial Approach is the first systematic approach to management and organizations, which arose in pre World War II period and has been used up to now (Koçel, 1998, p. 203). The most important innovation that it added to the managerial approaches is to show the necessity of specialization and division of labor for establishing institutionalization and professionalization in the organizations (Dalay, 2001, pp. 90-92). Although the classical approach is the first approach that bases the concept of management on scientific grounds, it had some defects along with its contributions. Neo Classical Approach arose as a challenge to the classical approach as well as a complement to its defects (Tengilimoğlu & at all, 2008, p. 87) and it put forth the human factor. The most important innovation of this approach is the focus on human being instead of the organization itself.

Technological developments following the World War II affected the management science and gave way to a new approach in management. Modern Approach is a synthesis of the classical and neo classical approaches and dominated the organizations as a more open system than the ones preceding it. Presenting two different viewpoints like systems and contingency approaches, Modern Approach aimed at explaining the organization on the basis of environmental dynamics and creating managerial skills accordingly (Koçel, 2001, p. 264). Systems

Approach cascades the systems in an organization and comments on the relations of those systems in determining the qualification of the management. The manager's task is to coordinate the connection among these systems (Koçel, 2001, p. 64). Contingency Approach was developed for fulfilling the goal that systems approach has failed in combining the managerial models (Can, 2002, p. 48). This approach incorporates several constituents that affect the structures of organizations. Two of the most important constituents here are technology and environment (Saruhan & Yildiz, 2009, p. 170).

These approaches had been successful in conceptualizing and systematizing management up until the 1980s however significantly after that because of the shift in relations of production and consumption, elimination of borders between the markets and devastating increase of competition gave way to flexible organizational structure instead of closed mechanisms. This led to the rise of Post Modern Approach. This approach does not aim at removing the organizational structure but creating those which can gain leverage on its competitors by making flexible and fast decisions (Tengillimoğlu, 2008, p. 38). This approach also works with the principle of diversity encourages creativity and it aims at presenting opportunities for people to use their free wills instead of dictating them the truths. Formal and bureaucratic structures should leave their places to individual-centric informal units (Koçel, 2001, p. 247).

From 20<sup>th</sup> to 21<sup>st</sup> century, the changing management understandings left impact on the managerial processes and the redefinition of the phenomenon. In this period, a number of contemporary managerial tendencies came into the picture and the organizations had to experience and adopt those tendencies compatible to their organizational structure for the sake of surviving through the conditions of competition. One of these tendencies had been favored over the others. It is the strategic management.

### **Strategic Management**

Strategic management is a compilation of Systems Approach and Contingency Approach. The factors that necessitate the strategic management are the changing organizational environment and managerial activities trying to cope with the increasing commitments and uncertainty in the environment (Dalay, 2001, p. 165). It has taken the strategic management approach, which has started to be used in the second half of 20<sup>th</sup> century, more than fifty years to be get important. Strategic management anticipates every organization to adopt a suitable management model for them. For this reason, it does not differ strictly from other approaches. Nevertheless, strategic management approach has some distinct features. Those are as follows (Güçlü, 2003, p. 74):

- Strategic management should be taken as a function of the highest-level management of the organization. Strategic management is entirely directed to the fate of the business.
- It is oriented to the vision of the business; it develops long term strategies directed to future, it estimates what should be done to attain a certain result.
- Strategic management takes the business as a whole unit. It is also interested in the particle that constitute the unit. It takes particle-unit relationship into consideration in the decision making process.
- Business is an open system according to strategic management. Accordingly, the environment is a closely observed factor.
- Strategic management carries the social responsibility of looking out for the society against its environment.
- Strategic management carries out an effective distribution of resources for the sake of actualizing the basic aims of the business.
- In strategic management, aims are the common starting point for the sub units in decision making processes and activities.

Nowadays most of the successful organizations plan on their managerial activities according to requirements of strategic management approach. Thus they put strategic management process in practice. According to Hatipoglu (1986, p. 45) strategic management process consists of the phases of an analysis of the environment, determining the goals, analysis of the strategic options, making decisions among the strategic options, application of strategies, control and evaluation. Starting with an analysis of the environment, in this particular phase basic goals and mission of the organization and the means for attaining those is determined. This phase is seen as the beginning of the whole process. Environmental compliance is possible only after the goals were determined. The next phase includes an analysis of the strategic options. After making a decision among the analyzed options, there comes the phase of application. The last phase consists of an evaluation of the results reached after the application of the strategies. Documentation and reporting is done in this last phase.

The balanced and correct accomplishment of the elements of strategic management approach is only possible with the means and techniques that are used in strategic management. There are various techniques to be

conducted in this field but the most important of them is the SWOT analysis. The name SWOT is created as a combination of the capital letters of the words strength, weakness, opportunities and threats (Ülgen and Mirze, 2004: 160).

**Table 1: SWOT Analysis**

	Strengths	Opportunities	
Internal Factors	The organizations should be aware of their resources and capacities. They should respond to the threats coming from the environment being aware of their advantages and productivity in comparison to their rivals. They should take advantage of the opportunities by knowing their strengths.	These are the specific situations where the environment presents suitable conditions for the success of the organizations in pursuit of their goals.	External Factors
	Weaknesses	Threats	
	The obstacles that prevent them beating their enemies. These are the defects in their performances, resources or competences. These defects should be determined and eliminated.	These are the situations or instances that set as obstacles preventing the success of the organizations in pursuit of attaining their goals.	

**Reference:** Dinçer, Ö. (1998), *Stratejik Yönetim ve İşletme Politikası*, İstanbul: Beta Yayınları, pp. 205-208.

As the strategic management approach became important in the managerial processes, it has gotten clear that the managerial activities were not single instances related to the managerial level. Strategic management approach takes the organization as a whole unit and claims that success in creating an organizational identity would be achieved by only establishing division of labor among various ranks of the organization. This approach brought the element of human being, which has been ignored or not taken seriously in the previous periods, to the center of attention. With this approach, human resources management replaced staff management. The ever expanding concept of human resources management started to be used for the purpose of creating organizational identities with strategic human resources management applications, integrating the organizational strategies into the system and deciding about on what basis the organization culture would be established (Truss & Gratton, 1994, pp. 663- 664).

There are different approaches and schools that examine the strategic aspect of human resources. The most important of those approaches are Universalistic Approach, Contingent Approach, Configurational Approach and Contextual Approach (Bayat, 2008, p. 81). The latest addition to these approaches, which has become more important lately, is Resource-based View. Resource Based View highlights the importance of human power in intra-organizational structuring. The basis of this approach is to survive through the conditions of competition and preserve the superior position. So, it basically focuses on the qualification, instead of the quantity, of the staff in the organization. According to this approach, no matter what the market conditions are or to what extent the competitors are utilizing the technological developments, holding a superior position in the competition is only possible by depending on the distinct qualifications of the staff (Wright & McMahan, 1992, pp. 302- 303).

Nowadays the organizations wholly grasped the importance of qualified staff in the managerial processes as well as in achieving success and holding a strategically superior position against their rivals (Doğan & Demiral, 2008, p. 146). Resource-based View highlighted the importance of the qualifications instead of the quantity of the staff for the organizations. It also set as a grounds for certain practices that gave way to the recruitment of qualified workers in the organization, preserve their loyalty to the organization and help them improve their skills. One of the most important practices in that nature is the talent management application. These applications get more practical day by day and diversified with training and development activities. Distant education programs of the recent years came as a result of talent management applications.

### Talent Management

Nowadays the qualification instead of the quantity of the workers is more important for the organizations to become different and superior to their rivals. The organizations that are in constant competition to each other, understood that the only way to respond to the global scale instability in such a changing and unpredictable environment is to rely on their managers as well as the talents of their workers (Keçecioglu & at all, 2005, p. 25). Talent management came out as a result of this.

Talent management is a relatively new concept in managerial sciences. Thus, it is difficult to reach a consensus on the definition of talent management. However, in the broadest sense talent management is defined as a process of recruiting qualified workers, being innovative and creative to utilize their qualifications in the most effective way, having distinctness in competition and showing an effective performance (Doğan & Demiral, 2008: 151).

There are three different phases of talent management process. Those are output, process and input. Output is the phase of determining the true talents that could contribute to the organization in the right time and place. Process phase consists of efforts in placing the already recruited talents in to key positions in the organization. Input phase aims at carrying out the intra organizational talent management activities in compatible to the supply and demand management in the surplus of talent in the organization (Polat, 2011, p. 29). Functionality of these phases depends on the operations of various talent management practices.

Significantly in 1990s, with the unpredictable expansion of competition and lack of talented workers, gave way to a talent market in global scale and this led to the “Talent Wars” period of the world. In Talent Wars period, the existing managerial processes have been completed and replaced by new managerial activities. In 1997 and 2000 the Talent Wars survey of in the USA revealed the impact of talented workers on the performance of the organizations. McKinsey highlights the fact that although in the early 19<sup>th</sup> century only 17% of all business groups was in need of knowledgeable and talented workers; today it rose up to 60% (Handfield & Axelrod, 2001, p. 3). This situation gave way to constant reshaping in the human resources management practices and talent management strategies. The organizations expanded their functions in the processes of defining, analyzing, finding, recruiting and keeping the talented workers in the organizations by using strategic human resources management practices and this led to the emergence of talent management practices.

The most important talent management practices are on the managers. Management is the key position in creating an organizational culture by utilizing the talents in a right and effective way. Hence, the only way for the organization to cope with the conditions of the competition and to hold a strategically superior position is to educate the future managers in a properly. For this reason, the organizations tend to invest in the managerial candidates at first place. Management training practices are the most important means for this goal.

Manager training programs depends on the structure of the sector, market, socio-cultural networks that the organization is active in. The most commonly used manager training programs are as follows; coaching and mentorship, internship, teamwork, project work, work simulation, orientation and rotation methods, business academies and web-based distant education programs which have been of huge importance in the recent years.

Although the distant education programs have been used for a long time now (Kaya & at all, 2004, p. 167), it is relatively new practice to use these programs in educating managers. This has been possible only after the Internet technologies developed to the extent that distant education became accessible for everyone. People from different parts of the world got the chance to receive education at an institution from another part of the world. Several outstanding universities started web-based distant education programs in various departments and fields. One of the most popular departments that use web-based distant education programs is Business Administration. Utilizing web-based distant education facilities started out in the USA and they are being used in many parts of the world today. The most outstanding institutions of Turkey have recently prepared and started to use the manager training programs, as well.

Turkish Airlines, which has proved itself in aviation industry both in national and international scale, presents an example of the usage of manager training programs that have been used by successful organizations in bulky sectors in Turkey. Turkish Airlines is using ManageMentor, which has been created by Harvard. Harvard ManageMentor is a pioneer as a web-based distant manager training program in the sector and it has gotten highly famous in educating the future managers through certification programs.

### **Harvard ManageMentor**

ManageMentor, which was initiated by Harvard University, is one of the most famous and successful programs through which the managerial candidates receive web-based distant education for more than twelve years now. This program, which is supposed to be used by more than five million people since the day it has been launched, consists of 44 modules. Harvard ManageMentor is competent enough to provide a secure background for the future managers with its interface that enables sharing seminars of the world leaders, visual presentations, comments of the users. This program is mostly preferred by the companies as an auxiliary facility to talent development applications because of its aim at improving the weak points of the users in a simple and fast way. The program helps in strategic planning, budgeting and conference management, handling interaction with

problematic workers and preparing presentations. Harvard ManageMentor principally aims at matching work related problems with solutions; organizations with world famous experts and trainee managers with experienced ones.

These principles are presented to the users in three module groups where 44 other modules are implemented in. These module groups are Managing Yourself, Managing Others and Managing the Business. Harvard ManageMentor anticipates improving the skills of the trainee managers and other users in six phases. In the first phase, key points of the subject and auxiliaries materials are presented. Then, the learning capacity is determined by using taught concepts that would present real scenarios and tests applicable to the taught concepts. The tips on how the taught concepts should be applied to the work environment are shared with the user. The users can share information on their experiences or acquire knowledge with the Harvard ManageMentor community.

**Table 2:** Harvard ManageMentor Program Elements

<b>Managing Yourself</b>	<b>Managing Others</b>	<b>Managing the Business</b>
Career Management	Change Management	Budgeting
Delegating	Coaching	Business Case Development
Goal Setting	Developing Employees	Business Plan Development
Managing Upward	Difficult Interactions	Crisis Management
Meeting Management	Dismissing an Employee	Customer Focus
New Manager Transitions	Feedback Essentials	Decision Making
Presentation Skills	Global Collaboration	Diversity
Stress Management	Hiring	Ethics at Work
Time Management	Laying off Employees	Finance Essentials
Writing Skills	Leading & Motivating	Innovation & Creativity
	Performance Appraisals	Innovation Implementation
	Persuading Others	Marketing Essentials
	Retaining Employees	Negotiating
	Team Leadership	Performance Measurement
	Virtual Teams	Process Improvement
		Project Management
		Strategic Thinking
		Strategy Execution

**Reference:** [http://www.harvardbusiness.org/sites/default/files/17893\\_CL\\_HMM\\_Sheet\\_Feb2013.pdf](http://www.harvardbusiness.org/sites/default/files/17893_CL_HMM_Sheet_Feb2013.pdf)

Harvard ManageMentor presents a wide communication network to the users and it enables every user to utilize this broad social network. For this purpose, knowledge sharing is promoted with the modules to all users. The users, who have already acquired knowledge, applied to their work environments and shared their experiences with the members of Harvard ManageMentor community, can test themselves on their own by using surveys and get further information through Harvard ManageMentor community or Harvard ManageMentor Business Review journal.

### III- TURKISH AIRLINES: MANAGEMENT TRAINEE PROGRAM

Turkish Airlines has an important position in the sector as an ever expanding and developing company since it has been founded in 1933. The company has always worked through the best, kept up with the good work, and received several awards both at home and abroad. It has been active both in intra organizational and inter

organizational tasks and had human resources management practices as priority. The company has also started to utilize the competitive advantage focused strategic management tools effectively.

Turkish Airlines, having a distinct corporate culture, aims at becoming the most preferred airline in the global network despite the global competition. It also aims at expanding to the extent that it would beat the industrial parameters (<http://www.turkishairlines.com/tr-tr/kurumsal/vizyon-degerler>). Accordingly, Turkish Airlines plans on guaranteeing the accomplishment of its goals by using various manager-training programs. The first one of those manager-training programs is the Managerial School, which has been initiated in 2012. Managerial School intends to provide high or medium level managers and potential managerial candidates with equipment and qualifications that Turkish Airlines might need as a company. For this purpose, twelve in class sessions and ten conferences are given to the leadership program students.

**Table 3:** Education Courses of Managerial School

EDUCATION COURSES			
1	Education of Mentorship	1	day
2	Management Skills	3	days
3	Airline Industry Marketing	0,5	day
4	Financial Management	2	days
5	Operational Management	0,5	days
6	Risk Management	1	day
7	Globalization	2	days
8	Management of Change	1	day
9	Use of Personal Sources on p	1	day
10	Project Management	1	day
11	Education of Strategy Simulations	3	days
12	System of Business Management	5	days
13	General Sale Skills	2	days
CONFERENCES			
1	Culture of Management	01:30	hours
2	Legal Acts of Airline Industry	06:00	hours
3	Competitiveness and Leadership	02:00	hours
4	Law of Contract on Business Management	06:00	hours
5	No Excuse	02:00	hours
6	Introduction to Human Resource Management	03:00	hours
7	Leadership and Management	06:00	hours
8	Introduction on Crafts	06:00	hours
9	Leadership	03:00	hours
10	Innovation	07:00	hours

**Reference:** <https://akademi.thy.com/en-en>

Turkish Airlines founded the Turkish Airlines Aviation Academy that offers training programs for both national and international level such as, IATA trainings, personal development education, trade and land services training and staff technical training. Turkish Airlines put Manager Training and Development Program, which provides education and development programs that aims at high quality work and secures the sustainability of development, for raising organization managers, who own high performance culture and are able to actualize the corporate transformation. According to Karasar, the goal of this undertaking is “attaining real success in terms of career, to be ready when the opportunity arises” (2012, p. 17).

Management Trainee program consists of online educations for training potential managerial candidates, in class trainings, social activities and programs at abroad. This is implemented through a portal prepared by Turkish Airlines partnership. Along with this program, Turkish Airlines purchased the usage rights of Harvard ManageMentor, the web-based distant education program, for almost a thousand managerial candidates, in cooperation with Harvard University.

There is an important interaction between the Harvard ManageMentor that has been used by large-scale organizations which recruits managers out of its inner resources, and Turkish Airlines Management Trainee Program. These two programs, which have a common basis, are carried out by Turkish Airlines. Both of them will be analyzed in detail to find out to what extent their scopes are compatible.

Turkish Airlines Management Training and Development Program was put in practice by aiming at certain accomplishments. According to Karasar (2012, p. 19), these are as follows:

- Personal competence: time management, resource management, projects management, performance management, expressing oneself etc.
- Communication and management skills: change management, communications management, crisis management, employee management, reporting, etc.
- Task skills: MS Office, ERP, foreign language, online research, etc.
- Decision making skills: information analysis, process analysis, problem solving, etc.

The goals were determined so as they would be supported by several modules of Harvard Manage Mentor program:

-Personal Competence: It is supported by the following modules; career management, new manager transitions, time management, stress management and meeting management.

Career Management Module enables the development of relevant fields and values, utilizing opportunities and determining the means for these opportunities. Necessary skills for the transformation process are considered in the New Manager Transitions module. In Stress Management, Meeting Management and Time Management modules coping with stress effectively, making adjustments for successful meetings and effective time management is highlighted.

- Communication and management skills: Modules of Difficult Interactions, Leading and Motivating, Persuading Others, Team Leadership and Team Management.

All these modules, aiming at an effective utilization of communication and management skills, are helpful in the usage of communication techniques, selections of the tools for the motivation guidance of the community and revealing the leadership capacity in the group.

- Task skills: Writing Skills.

Writing skills module consists of tips for using writing tools in pursuit of accomplishing strategic goals. It could be said that Harvard ManageMentor is not quite enough for accomplishing the task skills that Turkish Airlines Management Training and Development Program anticipates.

- Decision making skills: Strategic Thinking, Ethics at Work, Process Improvement, Strategic Thinking.

Although some issues related to decision-making skills are being subject matters in various modules, Decision Making, Ethics at Work, Process Improvement and Strategic Thinking modules are the ones that specifically deal with the problem. These modules provide tips on determining and implementing strategies for the present situation and the future of the organization and decision-making skills with respect to these processes.

The skills that the managerial candidates are anticipated to acquire as they fulfill the program are divided into five categories. These categories are as follows: personality traits, personal skills, strategic view, operational skills and human resources management. The modules of Harvard ManageMentor contribute to development of these skills.

**Table 4:** Expected Skills on Manager Nominee at the End of Program

Personality Traits	Humanism	-Decision Making - Ethics at Work
	Strong moral values	
	Taking initiatives	
	Self-assessment (Self-criticism)	
	Dedication	
	Sense of justice	
Personal Skills	Educational background	-Meeting Management -Presentation Skills
	Work experience	



	Competence in information technologies	-Team Leadership -Team Management
	Being a good rhetorician	
	Fast learning-Speed reading	
	Being able to establish organizational and communicational networks	
Strategic View	Seeing the big picture	-Change Management -Strategic Thinking -Strategy Execution
	Analysis and Synthesis	
	Visionary	
	Prioritizing	
	Rational thinking/ Cause- effect relationship	
	Planning	
Operational Skills	Take action	-Crisis Management -Customer Focus -Decision Making
	Fast decision making	
	Being innovative/Adoption to changes	
	Being goal oriented	
	Effective time management	
	Division of authority and responsibility	
Human Resource Management	Management of diversities	-Diversity -Developing Employees -Leading and Motivating -Persuading Others
	Understanding of people’s skills and potentials	
	Being a good listener	
	Setting as an example/ Being inspirational	
	Being persuasive/motivator	
	Being open and honest in relationships	

Having an in detail analysis of these manager training programs will make it clear that both have some strong and weak points compared to each other. Turkish Airlines seems to be successful by using Manager Training Program along with Harvard Manage Mentor in completing the defects of each program by using the other in training almost a thousand managerial candidates.

#### IV- CONCLUSION

Although the concept of management has been used in society and organizations since the very early ages on, scientification of the concept dates back to 19<sup>th</sup> century. Industrial Revolution, the increasing importance of industrialization and technological developments had their fare shares in the process. Significantly in the 20<sup>th</sup> century, globalization and the removal of national borders, global impact of the liberal policies and the development of communication technologies became important in every aspect of life. Organizations and institutions are the ones that have been affected by these trends. The major motive of the organizations in pursuit of questioning their institutionalized unities and managerial processes is the concern of preserving their existence in the field that they play in and their superior positions in competition.

For all these reasons, the organizations felt the necessity of changing their managerial policies and establishing strategic management practices. Strategic outlook in managerial practices brought the human element in the center of attention and the quantitative difference, which have mattered in the previous periods, were replaced by qualitative superiority. Especially the organizations and institutions of the sectors that had problems with recruiting qualified labor force intended to train and improve the qualifications of their current labor power. The main goal, here, is to recruit qualified labor power and to develop the skills of those already been recruited to the extent that they would acquire the skills to accomplish the predetermined goals.

Talent management practices and manager training program became the two most important techniques that enable the organizations recruit, educate and keep the qualified labor power in the organization. Although these practices may vary depending on the sector or the region, due to the rapid development of technologies web-based distant education programs have become the most popular of all in the recent years.

Harvard ManageMentor is one of the most successful and enduring web-based distant education program. It is quite effective in the training of future managers with its content and the audio-visual materials that it provides the user with. Harvard ManageMentor is produced by Harvard University and it has a worldwide fame and reputation with its program certificates.

Turkish Airlines, holding a pioneer position in the relevant sector in Turkey, is one the organizations that intends to train their own staff in order to preserve and develop their organizational unity. In that sense, Turkish Airlines trains its qualified staff as potential managers through its own leadership school and the Management Training Program in coordination with the Harvard ManageMentor. Both programs were designed to make up each other's deficiencies and train competent managers to accomplish Turkish Airlines' strategic goals for the future.

Following the international trends in the field, Turkish Airlines implements talent management practices according to the common tendencies in the world. Thus, Harvard ManageMentor supports the Leadership School of Turkish Airlines and it creates a holistic manager-training program for the company. Being a pioneer company and contributing to the further formation of the sector, Turkish Airlines sets as an instructive example in the aviation sector as well as in other fields, through its usage of Harvard ManageMentor and Leadership School.

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