Chapter 3
Review of Literature
1) An Oracle White Paper, Integrated Talent Management: Extending the Value of a Strategic Framework, 2008,\(^{50}\) gave a holistic view of talent management. Talent management enables HR to address urgent problems in the context of a roadmap where all aspects of talent management fit together for long term. HR decision makers must be cognizant of what the organization’s ideal, full-fledged solution should look like down the road—even if there is only budget for a small entry point into talent management today. The goal of talent management is to seamlessly connect skills and competencies, learning objectives, performance and succession planning data, employee development plans, training metrics, and financial tracking information—all without the loss of data. Achieving optimal results from spanning multiple business processes is only possible through management of talent.


\(^{50}\)www.oracle.com/us/industries/aerospace/018842.pdf

\(^{51}\)www.gjimt.ac.in/wp-content/uploads/2012/12/2.pdf
3) According to Perrin, 2003, talent management encompasses the instrumentation of unifying strategies or processes in order to enhance the output of a workplace by deploying ameliorate systems and processes for attracting, development, retention and utilization of required skills and abilities of workforce and their aptitude matched with the current and upcoming business needs. Talent management strategies centralize around five basic areas such as attracting, selecting, engaging, developing and retaining employees.

4) Ringo, T., Schweyer, A., DeMarco, M., Jones, R. and Lesser, E. in 2010 gave their views in Integrated talent management – Turning talent management into a competitive advantage – an industry view, IBM Global Business Services that talent in organizational accumulation encourages the already availability of the required skills to attain the organization's short-term and long-term business goals. Talent management is implemented on purpose as it is an orderly effort to support individual advancement and ensures flow in key positions, including management, technical, and professional specialist roles across the professional sectors of human resource. It is an essential strategy that concentrates on many of the organizational issues such as increasing retirement rates, advanced turnover, tight labor market, limited competitiveness, and fast-paced shifts in working styles and routines. It is generally concerned with practices associated with developing strategy, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating and retaining talented employees human resource though a variety of initiatives.

5) Farndale, E., Scullion, H. and Sparrow, P. presented a paper on the role of the corporate HUMAN RESOURCE function in global talent management, Journal of World Business. 45, (2), 161-168, 2010. It discussed that talent management helps organization towards identifying succession and talent gaps, planning goals, developing strategies for critical performance appraisal, average prior experience, skills, average tenure, retirements and turnovers. Talent management is the distinguished key driver

52 www.towersperrin.com
53 www.emeraldinsight.com
54 www.research.lancs.ac.uk
of organizational performance. It enables the organizations to integrate their human capital processes to address their urgent talent challenges faced by management. Talent gaps in a business organization open doors for new recruitment, talent management for attracting future employees. Many authors regard talent management as a managerial strategic priority of the 21st century.

6) Collings, D. and Mellahi, K. in Strategic talent management: a review and research agenda, Human Resource Management Review. 19, 304-313, 2009, discussed that participation and personal relationships support motivation of knowledge workers as it raises their apprehensive self-determination and builds psychological contracts on the basis of emotionalloyalties, including trust, fairness, justice, and punctuality. In today's society, where knowledge workers are regarded as a key asset, talent is rare and people are certainly more mobile. Therefore, every organization has to establish and implement a strategy for optimizing talent attraction, retention, and development. Other than recruiting talents that fit the required skills, it is of high importance to build goals that are based on strategy, conduct performance against these goals, and provide feedback to the performer to give a sense of common direction. Employees’ knowledge, skills and competencies are an important competitive weapon, hence talent needs to be maximized and recognized as one of the discrete source of organizational competitive advantage.

7) Tim Ringo, Allan Schweyer, Michael DeMarco, Ross Jones and Eric Lesser, in integrated Talent Management Part 3 – Turning talent management into a competitive advantage: An industry view, USA, August 2008, said that the application of talent management practices makes a difference in organizational performance. In this report, we see that different industries, given their heritages and industry dynamics, are more likely to have put different talent management practices in place. For example, we see that knowledge-intensive industries tend to focus on developing and connecting their employees. At the same time, Financial Services companies tend to concentrate on attracting and retaining employees, with little

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56 www.hci.org
attention given to development or collaboration. Retailers focus heavily on talent strategy, in addition to applying a notable number of talent management practices overall. Without effective talent management practices, schools, hospitals and government agencies can place themselves at risk – faced with increasing attrition, the inability to attract the talent needed to backfill departing baby boomers and, more seriously, challenges in achieving their mission. Tapping into the organization’s knowledge base requires an understanding of the areas of organizational competence, access to individuals with specific expertise, and the ability to allow talented individuals to collaborate, regardless of physical location.

8) As per the Talent Management System, Vol. 5, September 2005, the Talent Management system is comprised of two critical success factors that work together to ensure agencies have people with the right skills, in the right places, at the right times. The two success factors usually work together. These two factors are Recruitment and Retention. The certain key elements in both the factors that makes organization successful are: Identifying the challenges involved in attracting a high-quality workforce, Establishing competency gap reduction goals and develops action plans to address current and future competency gaps, using appropriate hiring flexibilities and tools, Attracting and hire applicants who possess needed mission-critical competencies, Involve senior leaders and managers in recruitment planning and the implementation of strategic recruitment initiatives to attract talent, Utilizing aggressive and multi-faceted strategies when competing for desired talent, Utilizing flexible compensation strategies to retain employees who possess mission-critical competencies, Develop short- and long-term strategies and targeted investments in current employees to eliminate competency gaps in mission-critical occupations, Train the current workforce in mission-critical competencies needed by the agency, Creating a productive, supportive work environment through a variety of programs, such as telework, childcare assistance, fitness centers, health assessments, safety seminars, employee assistance programs, parking facilities, and transit subsidies.

57 www.cipd.co.uk
9) Hewitt Associates and Human Capital Institute gave report in The State of Talent Management: Today’s Challenges, Tomorrow’s Opportunities, October 2008. It stated that among the issues impacting the “next generation” workforce are impending skill shortages, an increasingly cross-generational and diverse workforce, the need for knowledge transfer from retiring baby boomers, and significant leadership gaps. Intense cost pressure from both traditional and emerging competitors, new markets, and more demanding customers are additional elements that give a new sense of urgency to the concept of talent management. Many of the organizations have highlighted with effective talent management practices for years — consistently demonstrating their commitment to developing great talent. And over time, this commitment has translated into a strong base of talent and a pipeline of leaders with a demonstrable impact on business results. Innovative ideas, strong execution, and a foundation of clear metrics can enable many more talent management professionals to create a talent mindset that will prepare their organizations to face the challenges ahead.

10) The discussion in HRM Review, February 2007 is that the talent management should be about delivering business success through understanding what we actually mean by talent and how it will achieve the specific goals of the organization. It is about ensuring that companies value natural talents and aspirations of people. It is about assuring that the companies understand what blockages can spoil hard work. It is about operating people processes that join together not only with each other but also with the business’s goals. Finally, it is about understanding how to manage people for alignment as well as ability. If business can adopt these approaches, they will not only be successful but also have fulfilled and effective people for achieving their goals.

11) Deborah R. Phillips and Kathy O. Roper presented paper A framework for Talent Management in Real Estate, which was published in Journal of Corporate Real Estate Vol. 11, No. 1, pp. 7-16 and published by Emerald Group Publishing Limited, 2009. This paper stated that in the era of the knowledge worker, “talent” –

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narrowly is defined as a core group of leaders, technical experts and other key contributors – are quickly becoming an organization’s most important asset. As real estate companies continue to compete for the top tier talent, their strategies must be more integrated. The word “talent” is now being more narrowly defined as a core group of leaders, technical experts and key contributors who can drive their businesses forward. A management consulting firm for the real estate industry, CEL & Associates (2003), claims that the real estate industry is in a talent crisis largely due to the following reasons: a reduction in available talent, a weak platform to retain outstanding talent, escalating employee turnover, and poor human resource strategies including compensation and benefits. This paper proposes a talent management framework for industry practitioners to use as they address the complex issues existing within the real estate industry. The framework consists of five key elements: attracting, selecting, engaging, developing and retaining. These elements are connected through a continual process which includes the steps of strategy, execution, and evaluation.

12) Folke J. Glastra and Martha Meerman presented a paper Developing ethnic talent in the Dutch national tax administration: a case study, European Journal of Training and Development Vol. 36 No. 1, pp. 105-124, 2012. Expressed that talent is often seen as an individual characteristic that singles out some individuals from others on the basis of their level of possession of that characteristic. In the context of talent management or development, this talent needs timely and careful discovery, assessment, development, placement and retention by organizations. In work organisations operating in the service and knowledge economy, such desirables as innovative capacity and competitive advantage depend on it. Therefore, if organizations have a clear description of what they are looking for in terms of talent, talent management seems a clear-cut process. Visibility on the one hand and certain competences, attitudes and personalities on the other are the two sides of the same coin that make talent. In our view, talent is not a trait existing within an individual, but the outcome of a specific system and history of interactions between employees and selective agents within the work organization. It concluded that the key success factors mentioned in the literature such as top level commitment and strategic integration, are
insufficient and overrated conditions, ultimately it is talent management that makes the difference.

13) Maura Sheehan, in Developing Managerial Talent Exploring the link between management talent and perceived performance in multinational corporations (MNCs), European Journal of Training and Development Vol. 36 No. 1, pp. 66-85, 2012\(^6\) suggested that talent management has been significantly influenced by the theoretical framework of the resource-based view (RBV), which regards internal factors, both physical and intellectual, as key sources of competitive advantage. Central to the concept of talent management is the systematic identification of key positions which differentially contribute to the organisation’s sustained competitive advantage within the global arena. The starting point to this approach to talent management is the identification of key talent positions or groups, rather than individuals per se. This reflects the increasing recognition that there should be a greater degree of differentiation of roles within organisations, with a greater focus on strategic rather than non-strategic jobs, or between those organisational roles which promise only marginal impact compared to those which can provide above-average impact. The results suggest that there are positive returns to a specific type of talent management – MD. The link between the MD variables and perceived subsidiary performance is consistently positive and robust in all of the models estimated.

14) Paul Barron presented a paper Education and talent management: implications for the hospitality industry in International Journal of Contemporary Hospitality Management Vol. 20 No. 7, pp. 730-742, 2008.\(^63\) He suggested how talent management can be used in the hospitality management. The hospitality industry has always found it hard to attract suitably motivated, trained and qualified employees that are able to deliver the service promises that organisations make to their current and potential customers. The main players in the hospitality would be Generation Y. Their approach to education and careers and their impact on the hospitality industry are to be improved through the learning styles, achievement of

\(^6\) www.nuigalway.ie

\(^63\) www.ingentaconnect.com
outcomes, exposure to industry, technology literacy and limited commitment. If these factors are taken into consideration then the talent of Generation Y can be developed which would be ultimately helpful to the hospitality industry.

15) Matthew Rowland presented an article, How to cement a diversity policy - The key role of talent development in Human Resource Management International Digest, vol. 19, no. 5, pp. 36-38, 2011. According to the article, there are six key leadership and talent strategies for success: empowering employees, building trust, enabling knowledge-sharing, encouraging reflection, demonstrating learning’s value and formalizing learning as a process. An organization that follows these elements will surely be successful. A company must be able to recognize potential talent in employees and invest in them in order to ensure a long-term competitive edge. Investing in talent-development systems and implementing strategies is a crucial activity, an activity that the most stable and innovative organizations rarely sacrifice. So, talent-development experts should highlight that the success of a company depends on the performance of its staff. They must know the goals of the organization, the part they play and how to perform that part well.

16) Dmitry Kucherov and Elena Zavyalova submitted a paper titled HRD practices and talent management in the companies with the employer brand in the European Journal of Training and Development Vol. 36 No. 1, pp. 86-104, 2012. The purpose of this paper was to identify the features of human resource development (HRD) practices and talent management in companies with employer brand (CEBs). The results show considerable differences in terms of economic indicators, HRD practices and talent management in the CEBs in comparison with CWEBs. The potential advantages of employer brand for a company were identified. The results of the study strongly supported that the CEBs gained a number of economic advantages due to lower rates of staff turnover and higher rates of HR investments in training and development activities of employees. Also, the authors found out that in the CEBs internal recruitment practices, internal training programs and highly efficient incentive

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65 www.eric.ed.gov
activities were widespread and employees were actively involved in the decision-making and management processes. The accurate understanding and practical application of the principles of the employer brand concept, based on creation, maintenance and positioning of a unique image of the company as an employer in the labour market, which is attractive for both potential and current employees, could give an opportunity for a company to operate successfully under the conditions of the so-called “War for Talents”.

17) M. Suratkumari and Jaisheela.B conducted a research on Talent Management in South Central Railways. Their research results were published in Journal of Commerce & Management Thought, vol II, no. 2. With reference to South Central Railways they found out that Human resource challenges are critical for the efficient functioning of the railways. Here, talent management is a very important tool for increase in the productivity of an organization. Developing economies face fierce competition for talent often spanning national borders. So, Talent Management is needed to fuel explosive business expansion. Traditional talent management practices were limited for attracting, developing and retaining talented people. Today's management needs require certain new steps for the effective management of talent. The new approach required 1. Defining organization goals
2. Clarifying employee accountability
3. Recognizing talent
4. Conducting Performance appraisal
5. Attracting talent & Selecting talent
6. Planning future talent requirement
7. Evaluating individual value
8. Providing opportunities for individual development and retaining talent.


66 www.indianjournals.com
67 www.leedsmet.ac.uk/
Certain similarities and differences were found out between TM and HRM. By comparing models of HRM with normative and empirical findings related to TM, this study concludes that TM seems to presage some new and rather different approaches to the management of the people resource in MNCs in China rather than a simple repackaging of old techniques and ideas with a new brand or label. Meanwhile, the study’s findings give grounds to challenge the idea that TM is another struggle by HR professionals to enhance their legitimacy, status and credibility. Rather, TM seems to be a new management ideology that may make a difference to the success and competitive advantage of the organization studied in the three Chinese cities in particular and to Chinese organizations in general. Therefore, TM should not be simply considered as old wine in new bottles.
19) Howard J. Morgan wrote the article named Identifying and retaining your star employees which was published in Strategic Direction, vol. 24, no. 9, pp. 6-8, 2008. The basic idea that article gives is if you do not appropriately address issues of retention of quality employees, they will leave and you will suffer. The article outlines ten strategies for identifying and retaining those employees crucial to ongoing success of an organization. These ten strategies are: Know your talented employees, do not just manage, talk is cheap, leveraging diversity of thought and behaviour, never tell your top performers that they there is nothing they can improve, for a fresh start, recruit from within, identify and address ‘‘waning motivation’’, good employees will leave, do not reward best performers just with work and recruit talent’s talented friends.

20) Norma D’Annunzio-Green gave a viewpoint on Managing the talent management pipeline - Towards a greater understanding of senior managers’ perspectives in the hospitality and tourism sector, International Journal of Contemporary Hospitality Management, Vol. 20 No. 7, pp. 807-819, 2008. This paper presents the views of a number of senior managers in the hospitality and tourism sector, and develops a deeper understanding of their perceptions around the value of TM, the approaches they adopt, and the issues and challenges they face in the process. Talent management is a holistic approach to human resource planning that aims at strengthening organisational capability and driving business priorities using a range of HR interventions. These include a focus on performance enhancement, career development and succession planning. The diversity of the workforce in terms of age race and culture has put pressure on employers to embrace and embed concepts of fairness and diversity in any TM approach. Many of today’s employees have independent views about their own lifestyles and access to information about career opportunities. The growing focus on work life balance issues is driving TM policies to shift the focus from measuring hours at work towards the quality of contribution made while at work. The other main findings of this paper were that there is no shortage of talent but their retention and development is difficult. Approaches to TM were organisation specific and driven by internal expertise and available resources –

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organisations would fit and tailor their TM approach to their own context. Managers need to take responsibility for TM particularly the motivation, coaching, mentoring and ongoing communication.

21) Thomas N. Garavan, Ronan Carbery and Andrew Rock presented literature review in European Journal of Training and Development, vol. 36, no. 1, pp. 5-24, 2012. The purpose of this paper is to explore the concept of talent development, define its scope and identify the issues involved in formulating talent development strategies in organisations. Talent development focuses on the planning, selection and implementation of development strategies for the entire talent pool to ensure that the organisation has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organisational talent management processes. Managerial talent is some combination of a sharp strategic mind, leadership ability, emotional maturity, communications skills, the ability to attract and inspire other talented people, entrepreneurial instincts, fundamental skills and the ability to deliver results. The literature review revealed that talent development is usually discussed as part of a wider talent management process. The literature highlights issues concerning who is the talent to be developed, what competencies should be developed, who drives development, what is the appropriate pace of development and what is the architecture to support the development. The implications of the research suggest that talent management activities targeted at fostering ethnic diversity in talent development require specific awareness at the outset of cultural and organisational conditions and processes underpinning standard practices of talent and career development.

22) Mathias Ho¨glund, presented a research paper titled Quid pro quo? Examining talent management through the lens of psychological contracts, published in Personnel Review in vol. 41 no. 2, pp. 126-142, 2012. The finding was that skill-enhancing HRM is positively related to talent inducements indicate that the use of extensive skill-enhancing HRM practices does communicate the centrality of employee qualities reflecting talent. Such an emphasis can have a motivational effect

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as employees associate organizational inducements with qualities that reflect talent in the organization. Whether explicitly communicated by the organization, or implicitly derived by the employees, such inducements are positively related to employee felt obligations to develop skills. As both inducements and obligations were positively related to human capital, our results imply that differential treatment of employees based on criteria constituting talent can have positive effects on employee motivation and felt obligations to develop skills and apply these in service of the organization. These findings indicate that inducing employees based on talent qualities can create a continuous tournament, in which employees are motivated and compelled to develop the qualities desired by the organization. This perspective reflects a dynamic view of talent management in which talent is not only a label granted to a fixed group of employees.

23) Pallavi Srivastava and Jyotsna Bhatnagar presented a case study on Talent acquisition due diligence leading to high employee engagement: case of Motorola India MDB published in Industrial and Commercial training, vol. 40 no. 5, pp. 253-260, 2008. They suggested that as talent management becoming an area of growing concern, there is a need for practicing due diligence in their talent acquisition strategy. To meet the demands for talent with a specific skill set in a given timeline, the organizations are adopting innovative recruitment practices to find the correct skill sets and competencies. The purpose of this paper is to discuss some of these practices and also to investigate talent acquisition and its relationship to levels of employee engagement. By reflecting recruitment and culture need fit, an environment is created at the workplace where employees feel more passionate about their work and exhibit the behaviours that organizations need to drive better results. It is suggested that organizations should make efforts to build effective, practical and holistic talent strategies that are not only able to attract talent but also address employee engagement and the retention of key skills thus boosting the productivity and business performance. During talent acquisition, due diligence is required in assessing the person-organization fit and providing an enabling work environment to keep the talent anchored to the organization. Providing the employees with the knowledge and skills to do their job

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and further recognizing and rewarding the knowledge and hard work of the employees, providing a safe and stable work environment, giving them opportunity to be creative and entrepreneurial are important tasks done by a company to retain employees. By giving them an environment where they do not have to worry about job security, they get more time and energy to concentrate on the important aspect of the organization.

24) Gillian A. Maxwell and Samantha MacLean presented a general review in the paper Talent management in hospitality and tourism in Scotland Operational implications and strategic actions published in International Journal of Contemporary Hospitality Management, vol. 20 no. 7, pp. 820-830, 2008. The purpose of this paper is to explore the operational implications and strategic actions involved in talent management (TM) in Scotland. This paper finds that, in an industry with generally high labour turnover and rather negative public image as an employer, TM – in attracting, developing and retaining people – has significant potential to contribute to changing approaches to managing people and to improving opinions on careers in this sector. TM is framed around attracting, developing and retaining people at all or some levels in tourism and hospitality businesses/organisations in Scotland, so the emphasis on activities related to recruitment, employee development and staff retention is more focused. As such organisations can use a TM approach to prioritise and manage these distinct but related areas of HR policy, there is recognition that the Scottish tourism and hospitality sector can benefit from using a TM strategy as a proactive and attractive way of presenting careers in the industry than others. Individual hospitality and tourism organisations must recognise the value of TM to the industry as a whole rather than solely for the recruitment, development and retention of talent in their own businesses. Individual businesses adopt TM approaches that best suit their business, employees and customers, meaning that decisions on which job groups are treated as talent should be made within businesses to reflect which roles are business-critical so need particular management attention and TM approaches may start with one group of employees in a business then expand to cover others in an incremental way.

73 www.gcu.ac.uk
25) Jyotsna Bhatnagar presented a research paper in Employee Relations vol. 29 no. 6, pp. 640-663, 2007. With talent management becoming an area of growing concern in the literature, the purpose of this paper is to investigate talent management and its relationship to levels of employee engagement using a mixed method research design. Employee engagement and a better talent management and retention strategy may imply the following HR interventions for the BPO/ITES sector in India:

Identification of an engaged workforce at all levels which is passionate about continuous learning and challenges, triggered through a continuous positive employee relationship; further designing HR interventions to keep them engaged; a need to establish a stronger psychological contract based on relational need rather than a transactional one; create peer partners and mentors who care and nurture relationships in terms of quality rather than quantity of time together and who take care of the emotional needs and need for involvement of employees; treat employees as wealth co-creators, and see employees as partners in the business and help them achieve the satisfaction of creating and fulfilling new areas of business acumen.

26) Rakesh Sharma and Jyotsna Bhatnagar presented a paper with case study titled Talent management – competency development: key to global leadership in Industrial and commercial Training, vol. 41 no. 3, pp. 118-132, 2009. The purpose of this paper is to draw lessons on how building a talent management strategy based on competency profiling becomes a critical impact area within the field of strategic HRM. If an organization’s goal is a superior, high performance workforce that is focused on continuous improvement, it needs to manage people within a performance management and development framework. All high-performing employees want to visualize a career path in their organizations or they will not hesitate to exit the system. They feel motivated when their performance is periodically assessed, recognized and they are given feedback. It will be a value-add for any organization to attract candidates who can espouse the values of the organization so that as employees they can feel committed to the organization. The values can easily be translated into competencies which can become parameters for attraction, management, development and

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engagement of workforce. The main findings were that the talent mindset has helped the organisation in recruiting the best talent from the best pharmaceutical organisations. The attrition of the top and valued talent segment has come down. Some of the key positions have been filled through succession planning.

27) Bernadette Scott and Sheetal Revis has referred to the graduates career in hospitality through talent management in the paper entitled Talent management in hospitality: graduate career success and strategies. It was published in International Journal of Contemporary Hospitality Management vol. 20 no. 7, pp. 781-791 in the year 2008. This paper aims to provide a selective bibliographic review of developments in career management and in particular, notions of talent from both an organizational and hospitality graduate perspective. It also aims to embrace the recruitment, retention and progression of talent across an industry, where success is ultimately dependent on the capabilities of employees to deliver at the point of service. Hospitality organizations need to develop a specific focus on graduates by way of assisting attraction and sending clear messages relating to their value in the talent management system. These graduates need to be provided with development opportunities and managed succession planning to ensure their retention and contribution to competitive advantage. Development of talent management systems for the industry is not just a pre-occupation of the HR function, but requires recognition and support from all other levels of the individual hospitality organization. This includes the implicit engagement of the individual being invested in. A systematic approach to talent management must be a continuous process, this is of particular pertinence to the hospitality sector, given the often sporadic approach to training and development, which is frequently curtailed by pressures of acute operational demands and budgetary constraints. Finally, the hospitality industry in general must become better at recognizing and developing its own talent, within a tangible performance enhancement culture at organizational level. This will ensure the retention of future investments and ultimate survival of smaller concerns, in response to the growing dominance of multi-national concerns.

76 www.nileslibrary.org/research/Newspapers/NilesHerald.../03_01_2012.pdf
28) Julia Christensen Hughes and Evelina Rog have given their opinion in the article named Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations. It was published in International Journal of Contemporary Hospitality Management, vol. 20 no. 7, pp. 743-757, 2008. The purpose of this article is to clarify what is meant by talent management and why it is important (particularly with respect to its effect on employee recruitment, retention and engagement), as well as to identify factors that are critical to its effective implementation. Hospitality organizations interested in implementing a talent management strategy would be well advised to: define what is meant by talent management; ensure CEO commitment; align talent management with the strategic goals of the organization; establish talent assessment, data management and analysis systems; ensure clear line management accountability; and conduct an audit of all HRM practices in relation to evidence-based best practices. Talent management is an espoused and enacted commitment to implementing an integrated, strategic and technology enabled approach to human resource management (HRM). This commitment stems in part from the widely shared belief that human resources are the organization’s primary source of competitive advantage; an essential asset that is becoming increasingly short supply. The benefits of an effectively implemented talent management strategy include improved employee recruitment and retention rates, and enhanced employee engagement. These outcomes in turn have been associated with improved operational and financial performance. The external and internal drivers and restraints for talent management are many. Of particular importance is senior management understanding and commitment.

29) Ralf Burbach and Tony Royle in the paper Talent on demand? Talent management in the German and Irish subsidiaries of a US multinational corporation, published in Personnel Review, vol. 39 no. 4, pp. 414-431, 2010, gave certain findings related to talent management. According to them, talent management does not make sense if it adapts to local practices, as this would defeat the purpose and diminish the potential of the talent management process. It appears that talent

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management, varies considerably with the application of talent management differing considerably even between the two German subsidiaries. This disparity is due to a number of factors including host country effects and local cultures. Moreover, talent management at Meddevco appears to suffer from a lack of support and commitment from both management in the subsidiaries and from the senior levels of the corporation at the regional level and is affected by a lack of stakeholder involvement in the implementation process. Talent management seems to be further mediated by micro-political relationships between the US headquarter and its subsidiaries and the subsidiaries themselves. The findings suggest that the extent to which these global systems are utilised for the purposes of managing talent in practice may diverge markedly amongst MNC subsidiaries. Finally, “Talent on demand framework” and the principles it promulgates appear to be useful for benchmarking an organisation against best practice in talent management. What the framework cannot do, however, is actually reduce risks and uncertainty involved in managing talent, nor can it account for and ensure that talent management systems can actually be fully applied on MNC subsidiaries or earn a return on their investment.

30) Peter Lacy, James Arnott and Eric Lowitt gave their view in the paper the challenge of integrating sustainability into talent and organization strategies: investing in the knowledge, skills and attitudes to achieve high performance. It was published in Corporate Governance, vol. 9 no. 4, pp. 484-494, 2009.79 The sustainability imperative is reshaping the business landscape – and will continue to do so. To become high performers in this landscape, companies must constantly come up with new ways to demonstrate environmental and social responsibility – driving innovation in business processes, management practices and products and services. But even the best ideas for supporting sustainability will fall flat unless a company’s workforce can put them into action. That calls for focused investments in talent. Firms must invest in helping employees acquire and build the knowledge, skills and attitudes required to carry out sustainability-related initiatives and generate additional fresh ideas. And they must tap into employees’ desire to make a positive difference in their organizations, communities and the world. The five levers – organizational change,

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leadership development, employee learning, performance management and employee engagement – can help. Today, when companies are finding it increasingly difficult to grow, investing in talent to meet the sustainability imperative may be the most potent way to achieve high performance. Thus, this paper provides a series of initiatives to equip their employees’ talent – from top executives to employees throughout the organization – with the much needed, but often sorely lacking knowledge, skills and attitudes to spearhead efforts to attend to sustainability both today and tomorrow.

31) Evert Pruis in the paper The five key principles for talent Development, published in Industrial and Commerce vol. 43 no. 4, pp. 206-216, 2011 gave important principles which are useful to the organization. He said that there are various, sometimes conflicting and ways to determine who is of value within an organisation. HR departments are unlikely to address talent management as an integrated process. The form and purpose of talent development efforts are frequently mismatched. Preferred learning styles and the design of talent programs are often at odds. Talents have the potential to be much more engaged in and meaningful to their organisation. The major results of the article were: A crystal clear talent policy requires careful deliberation on the scope of talent development. Research shows that clearly targeted TD approaches on high potentials or out-performers work best for the short term i.e. 2-5 years. TD approaches that regard the entire organisation as the existing talent pool reap the highest business benefits in the longer run. It also found out that the strongest talent development programs are the result of a coherent organisational talent management effort: from strategic resource planning, to recruitment and assessment, pipelining, career planning, career development, engagement, mentoring and coaching and (last but not least) learning and development. Another finding was that the range of corporate challenges that could potentially underpin talent development may be highly diverse. Strong TD efforts are not only aware of the corporate challenges, but build their TD programs around them: if only because talents demand this foresight. It also revealed that mentoring is one way for talent to develop, benefiting from a one-on-one relationship with a more experienced leader or professional outside their chain of command. The ultimate goal being to enhance the talent’s organisational “know-how” and business insight and to accelerate their development. Finally, talents often feel
under-utilised in their tasks and assignments, primarily due to the fact that their daily activities claim all available time, effort and energy. Talents may offer their companies a huge and largely untapped cognitive surplus that could aid organisational development.

32) Carole Tansley wrote a conceptual framework related to Talent Management in Industrial and Commercial Training, Vol. 43 no. 5, pp. 266-274 2011. This paper highlights the terminological ambiguity around working definitions of talent. Talent management is still in its infancy as a field of study and whilst the practitioner community has long recognised its value, the academic community has been slow in addressing the theoretical and practice gaps, with few considering the field of training and development. This has serious implications for those in organisations attempting to design and implement talent management programmes. For one thing, we need a balanced view of talent as both innate and learned, with the introduction of “creativity” as a specific element of talent and the importance of the environment seen as having an influence on the development of talent. There is no single or universal contemporary definition of “talent” in any one language; there are different organisational perspectives of talent. Current meanings of talent tend to be specific to an organisation and highly influenced by the nature of the work undertaken. A shared organisational language for talent is important. There is high level of influence of management consultants in the development of the term in managing people with unique knowledge and skills.

33) Sandra Watson in the paper entitled where are we now? A review of management development issues in the hospitality and tourism sector Implications for talent management, published in International Journal of Contemporary Hospitality Management, vol. 20 no. 7, pp. 758-780, 2008, gave her opinion regarding the talent management. This paper seeks to explore the range of research that has been published in the field of hospitality management development and discuss the implications of findings for the field of talent management. In relation to talent

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81 www.journals.ohiolink.edu

82 www.academia.edu
management, understanding the influences and approaches to the development of managers is important. This analysis says that the development of managers is a complex issue. Firstly it cannot be seen as an isolated process as it is influenced by external and internal factors. Therefore, examining hospitality industry characteristics and structures provides some insights into factors influencing the selection of the industry as a career choice and the obstacles that organisations need to address to attract, retain and develop talented managers. Secondly, approaches to developing managers are linked to other HR systems and are influenced by the organisational values and priority given to development. Thirdly, there is some discussion that focuses on career management within hospitality. Some authors draw attention to the role that individuals play in taking responsibility for their development while others focus attention on the organisation’s role in developing managers. Finally, there is current research which focuses on managerial learning and the role of education and technology in enhancing work based learning. In this article the four key themes of influences, managerial skills, career advancement and development practices are presented as distinct sub themes, however what is apparent is that research in these fields have identified a number of common key influences on and characteristics of how hospitality managers are developed.

34) Schehar Bano, Dr. Muhamamd Aslam Khan, Qazi Habib Ur Rehman and Asad Afzal Humayoun presented a research paper, Schematizing Talent Management, A Core Business Issue, Far East Journal of Psychology and Business Vol. 2 No 1, December 2010. The paper conceptualizes talent management and its effectiveness for organizations in present competitive business environments. The study reveals that talent management has positive significant influence on employee attitudinal outcomes and organizational effectiveness e.g. employee work engagement, turnover avoidance, and value addition. We conclude that organizations, which are enthusiastic for gaining competitive advantage over their business rivals, need to manage their talent in vigilant and effective ways. Findings reveal that talent management initiatives seek to develop the talented employee’s capacity so that they might remain engaged with their works to produce maximum returns. All the levels of

83 www.fareastjournals.com
management must be updated with the vitality of talent management strategies that specifically conduct the strategies. This helps an organization to identify and focus on new competitive circumstances. Work engagement is achieved in human resource through motivating employees. The encouragement is further supported if the pay is also accompanied by social recognition or adds value to the procedures of self-development such as feedback, coaching, job rotation, and provision of employee training and developing a unified standard. Therefore, employees demand for motivation on continuous basis. Finally, all the organizations have realized the value of managing their core talent, and have initiated new human resource practices which encourage the talent management as the top priority which responds to the change or crisis arises due to enhancements in knowledge based economic society.

35) Opas Piansoongnern1, Pacapol Anurit1 and Sureeporn Kuiyawattananonta presented a research paper Talent management in Thai cement companies: A study of strategies and factors influencing employee engagement in African Journal of Business Management Vol.5 (5), pp. 1578-1583, 4 March, 2011. In this paper, talent is identified as a high potential or performance of employee. Every Thai cement firms have their own approaches to identify talent. Recruitment of talent is heavily emphasized as the most significant process in managing talent because firms believe in a concept of great input-great outcome. Campus recruitment or marketing is widely employed and considered as an effective approach for recruitment in turbulent economic conditions. Management board members usually pay more attention on talent recruitment, so, some firms invite them to participate in a final interview panel because a new employee will familiarize with his or her direct superior, while an executive can also realize attitude and expectation of an employee wisely. This technique also encourages effectiveness of succession planning which is the most popular approach in retaining talent in Thai organizations. Talent retention depends on many factors found in the study. A management team is recommended to make efforts to build effective, practical and holistic talent strategies that are not only able to attract talent but also address employee engagement and retention of key skills thus, boosting the productivity and business performance. Talent management should be taken up as a

84 www.academicjournals.org
business priority and not alone a HR intervention. An implication for HR practitioners lies for first building a robust human resource management system. Talent management to be successful has to be built upon a robust performance management system. According to the results emerged from indepth interviews, building an employer brand of choice has a high impact on recruiting talent. In developing this strategy, a firm would be well advised to pay attention to the key factors associated with employee recruitment and successful retention for example, competitive based pay and benefits, learning, skill development and career advancement opportunities, work/life balance, a long term strategic orientation, and appropriate decision making authority.

36) A. Radha and S. Jeyavelu gave an integrated model of talent management.\(^85\) According to them, talent management is a set of competency-based human resource management practices aimed at getting the best out of its high-value people and ensuring that right people are in place to do a particular job. A recent research by Success Factors and human capital expert Dr. Jac Fitz-enz has shown that smarter talent management leads to better financial performance of the company.\(^1\) This paper looks at the influence of several variables on Talent Management Strategy so as to fine tune it in accordance with the conditions that a firm is faced with. The macro-level variables considered are the environmental factors and the industry factors while the micro-level variables are the organizational factors. A Talent Management process model has been developed, which outlines the sequence of steps to be followed in effectively implementing the talent management strategy. In addition to these, ways of aligning the HR practices of the organization with the talent management initiatives have been looked at. Thus it is seen that an Integrated Talent Management approach by the organization, with the talent management strategies and processes perfectly aligned with the various HR processes and with the overall organizational strategy, would help in getting the best out of the talent and in achieving its objectives.

37) Global Talent Management and Rewards Survey Report, 2010\(^86\) said that although most organizations have increased their emphasis on talent management over

\(^85\) www.iimk.ac.in

\(^86\) www.worldatwork.org
the past three years, they recognize that they still need to improve their talent management programs. Even those talent management programs that are considered most effective — specifically, employee learning and development, and performance management — are rated as very effective by less than 30% of organizations. Employers are significantly more likely to report being more effective on a particular aspect of talent management when they have increased their emphasis in that area. On a global basis, organizations are most likely to increase their emphasis in three areas over the next three years: leadership, succession planning and career pathing. Given today’s economic conditions, the skills and competencies that leaders require have changed, reflecting the new behaviours that are needed for organizations to compete successfully. Organizations are addressing this need by investing in leadership development programs, emphasizing new executive competencies around creating a strategic vision, change leadership skills to implement these new strategies and a results orientation to deliver on them. Organizations are also working to develop new leadership assessment tools around these executive competencies. These tools will be used to assess the new leadership competencies and to identify the development needs of leaders who, in some cases, are required to make significant jumps in role complexity to meet the changing needs of the business.

38) Wasim ul Rehman1, Muhammad Ilyas and Hafeez ur Rehman presented a research paper titled Intellectual capital performance and its impact on financial returns of companies: An empirical study from insurance sector of Pakistan. It was published in African Journal of Business Management Vol. 5(20), pp. 8041-8049, 16 September, 2011. The purpose of this paper is to examine the performance of intellectual capital (IC) of insurance sector of Pakistan for year 2009. The aim of this paper is also to explore various determinants of IC and its impact on financial performance of insurance sector of Pakistan. The performance of IC is measured by Valued Added Intellectual Coefficient (VAICTM) model which is employed by Ante Policy in its different studies. VAICTM is a well-known methodology which is used by many researchers in lot of countries. To measure the IC performance of insurance sector and its effect of various constituents on financial performance across sectional data was

87 www.pu.edu.pk
obtained from 21 (KSE) listed life and non insurance companies. The audited financial data was obtained from Insurance Association of Pakistan (IAP) year book 2009-2010. The VAIC™ methodology was tested both life and non-life insurance companies to measure the IC performance. The empirical results revealed that human capital efficiency (HCE) plays a significant role in IC performance of both life and non life insurance sector of Pakistan. The firm having more efficient people means having better performance of IC. Where as a significant and positive relationship was measured between value added (VA) creation at (P<0.05) with financial performance [return on equity (ROE) and earnings per share (EPS)], VAIC™ at (P<0.05) with ROE, HCE at (P<0.1) with ROE, SEC at (P<0.05) with return on investment (ROI) of insurance sector of Pakistan.

39) Petra Horváthová and Irena Durdová presented research paper titled Talent Management and its Use in the Field of Human Resources Management in the Organization of the Czech Republic. It was published in World Academy of Science, Engineering and Technology 2011. The article is aimed at bringing information on the scope and the level of use of talent management by organizations in one of the Czech Republic regions, in the Moravian-Silesian Region. Also this article was concerned with a possibility of using the system of talent management for human resources management in the organization. Its aim was to describe not only the substance, significance, contributions and particular processes of that approach but mainly to bring information on the contents and the level of how talent management is used by organizations in the Moravian-Silesian Region. On the basis of data acquired by a questionnaire survey it has been found out that organizations in the above-mentioned region are implementing the system of talent management on a small scale: this approach is used by 3.8 % of organizations only that is 9 from 237 (100 %) of the approached respondents. The main reasons why this approach is not used is either that organizations have no knowledge of it or there is lack of financial and personnel resources. In the article recommendations suggested by the author can be found for a wider application of talent management in the Czech practice.

88 www.waset.org
40) Barbara Butterfield in the article Talent Management: Emphasis on Action gave the opinion that human resources have a compelling mission to provide “value added” services; however, this expectation is often hard to describe. Further, HR leaders are asked to provide “line of sight” plans that support institutional strategy and challenges; again, not an intuitive task. It is, perhaps, more clarifying to examine effective, leading-edge practices that have been or could be put in place that deliver on the promise of excellence in human resource management. Here, some successful strategies are examined in the areas of talent retention, growth and employee engagement. These strategies are Retention strategy, Succession planning, Knowledge transfer, internally driven performers, High performance teams, Self organizing success and Leadership investment, on boarding and transition support, If these strategies are properly built up and implemented effectively then surely an organization will achieve success.

41) Jamie Lyon wrote the article Maximising people power: An effective talent management in finance in Accountants foe Business. He reported that ensuring the talent pipeline is flowing properly for FBP and all other finance roles takes time and commitment. It requires an integrated talent management framework containing a number of key elements: these key elements are definition of what real talent looks like, recruitment (internal or external) of individuals with appropriate skills, capabilities and development potential, competency frameworks to define the key talent requirements in every finance role, targeted development to ensure limited resources are focused on the most critical finance roles, comprehensive learning, with a range of development options available to suit individual and corporate needs, structured career paths to help individual finance professionals develop their skills and careers in line with organisational needs, performance measurement and reward to align finance professionals and their achievements with the delivery of organisational strategy, ongoing review to ensure the talent management framework continues to meet finance and organisational needs. Adopting an integrated approach to talent management offers a tremendous opportunity to add value and build the influence of the finance function.

89 www.macrothink.org
90 www.accaglobal.com
within organisations: too often the people and talent implications of activity are overlooked or misunderstood. Our experience shows that the organisations that put talent management at the heart of their finance function are building the capability that gives the finance function – and through them the wider organisation – a competitive advantage and invaluable source of differentiation in an economic climate where that has never been more important.

42) Richard S. Wellins, Audrey B. Smith and Scott Erker presented a white paper entitled Nine Best Practices for Effective Talent Management. In it, they have given nine elements that make the talent management effective in an organization. These practices to be followed are: Start with the end in mind—talent strategy must be tightly aligned with business strategy, Talent management professionals need to move from a seat at the table to setting the table, You must know what you're looking for—the role of Success Profiles, The talent pipeline is only as strong as its weakest link, Talent Management is not a democracy, Potential, performance and readiness are not the same thing, Talent management is all about putting the right people in the right jobs, Talent management is more about the “hows” than the “whats” and finally Software does not equal talent management.

43) Nadya K. Shmavonian wrote an article Foundation Strategies for Attracting and Managing Talent in September 2003. It said that strong foundations are well able to attract and retain talent but less capable of letting go of unproductive staff, it is critical that foundation executives and HR leaders ensure careful assessment of potential candidates up front. In order to do this, they must fully articulate the key attributes that will contribute to excellent performance in their foundations—which requires a keen understanding of the work required of a program professional as well as the competencies required to perform that work most effectively. Top foundation leaders do not always fully appreciate the real work of program professionals, which can lead to poor decisions about who is hired. This study suggests that a gap exists between the skills that some program professionals bring to their foundation positions.

91 www.dtic.mil

92 www.foundationcenter.org
and the skills needed to effect long-term change in fields—indirectly, as foundations necessarily must do. The relatively frequent turnover among foundation leaders increases the value of effective partnerships between CEOs and for HR professionals to integrate program planning strategically with a foundation’s engines for implementation—its program professionals.

44) McKinsey & Company published an article The War for Talent in April 2001. It said that having great managerial talent has always been important, but now it is critical. In today’s competitive knowledge-based world, the calibre of a company’s talent increasingly determines success in the marketplace. At the same time, attracting and retaining great talent is becoming more difficult, as demand for highly skilled people outstrips supply. The war for talent will persist for at least the next two decades. The forces that are causing it are deep and powerful. The war for talent is a business reality. Companies that recognize the strategic importance of talent and manage their businesses accordingly stand to reap very large rewards. Companies that are leading the way execute against five talent management imperatives. They: 1. Instill a talent mindset at all levels of the organization beginning with senior Management. 2. Create a winning Employee Value Proposition (EVP) that brings scarce talent through the doors, and keeps them there. 3. Recruit great talent continuously. 4. Grow great leaders. 5. Differentiate and affirm.

45) Lynne Morton presented a full length research report titled Talent Management Value Imperatives: Strategies for Execution. The key findings of the report were: Know your companies critical jobs and have processes in place to target potential gaps. Identify potential successors; two levels of backup for succession are best. Build the skills of all managers using feedback/communications techniques that can enhance the effectiveness of the talent mindset and interpersonal communications; use a clear leadership model to show importance and focus on topics, such as appreciative inquiry. Develop and communicate the specific behaviors expected

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93 https://autoassembly.mckinsey.com
94 www.conferenceboard.ca
relative to the leadership model or leadership competencies; include behaviors at all levels.

Determine ways to provide rotational assignments across lines of business and geographies (although, this is difficult). Evaluate annually for both performance and potential. Inform employees of possible career paths; be clear on the options and the value proposition for them and your organization. Use talent management as a way to embed workforce diversity and build a culture of inclusion. Use talent management in tandem with change management. Set retention goals per employee level (or band, if in use); monitor, predict, and act to enhance retention. Use assessment centers for critical, as opposed to all, jobs. Have a meaningful percentage (e.g., 15 percent) of employee satisfaction ratings tied to year-end goals and financial rewards. Look for causal connections between leadership competencies and business outcomes. Balanced Scorecards or dashboards provide useful ways to include human capital measures in overall performance evaluations. Share TM measures with the board of directors. Create diversity measures for critical functions (e.g., leadership, high potentials) that strive to “raise the bar,” as well as hit or exceed industry norms.

Build up the percentages of employees who have performance development plans and documented developmental conversations with their managers from the top down. Establish measures to guide the “build vs. buy” decisions. Track percentages of individuals in key positions who are promoted from within versus those who are hired. Use Six Sigma methodologies to identify quantifiable opportunities for improvement. Track the size of the talent pool and the likelihood of success if promoted within one year. Establish a central unit or person, with a cross-functional and divisional perspective, to measure TM effectiveness. This helps integrate various initiatives.

46) Neeraj Gupta presented a report on Talent management in Indian upstream oil & gas sector in July 2010. He said that to guard against corporate brain drain, companies need to formulate effective strategies to attract and engage the industry’s newest resource: Younger Generation (below 30 years of age). He suggested the use of

95 www.pptfun.com
Develop-Deploy-Connect model at the core of an organization’s talent strategy. In general terms, employers can ‘develop’ their workers by providing them with opportunities to learn through experience, ‘deploy’ them by designing effective organizational roles and environments, and ‘connect’ them by creating seamless networking infrastructures. By focusing on these three elements, organizations can generate capability, commitment, and alignment in key workforce segments, which in turn improve business performance. When this happens, the attraction and retention of skilled talent largely take care of themselves. He concluded that the talent shortage is looming and future retirement of experienced professional in the Indian upstream sector has made it imperative for the E&P companies to evaluate and update the existing approach of recruiting, developing, deploying, and connecting their people. To increase the quality workforce pipeline, it’s important that organizations work towards understanding the values and attraction of the incoming generation, and then strategically rework their strategies for attracting, engaging and retaining young entrants and experienced employees.

47) Work Force Management Centre conducted The Strategic Talent Management Programme. In it, the training regarding talent management and various other elements included in it were covered. It said that analyst research has proven that organizations using talent management strategies and solutions exhibit higher performance than their direct competitors and the market in general. From Fortune 100 global enterprise recruiting and performance management, to small and medium business e-Recruiting; leading companies invest in talent management to select the best person for each job because they know success is powered by the total talent quality of their workforce. Talent management is therefore an integrated process that is vertically aligned to the business, and horizontally aligned to wider HR and OD policies and practices. Talent management strategies must not only focus on developing an organization’s managers and leaders of the future but also on maximizing the potential and talent of every individual within the organization. It concluded that it is necessary to create a Talent Management System for organizational excellence; Understanding and recognizing the critical components of business strategy that require companies to

96 www.apsc.gov.au
think through the talent and organizational implications and options; Establishing a common language, vocabulary, and set of principles for establishing a talent mindset in the organization; it is necessary to understand and apply workforce analytics to identify, measure, and solve business problems as well as help the organization make more informed business decisions; communicate and implement a holistic strategic talent management framework which transforms HR into a valued, strategic contributor to business results; lastly, identify and balance stakeholder interests for developing a compelling, data-driven business case that supports an integrated business and talent management strategy.

48) **Dr. Marielle Sonnenberg gave key Talent Ingredients in 2010.** It was study conducted at Accenture cooperation. The main key ingredients are: The effect of Talent Management: the Psychological Contract is key in influencing commitment, turnover intention, well being and fairness; Talent Management practices are not always perceived as they were intended, there definitely is room for improvement through clearly communicating availability of practices; MBA’s, external coaching, and courses at external institutions are most effective practices; Workforce Segmentation effects: Inclusive and exclusive strategies lead to significantly different outcomes in employee behaviour; Differences across generations: The millennial generation; High demands, low investments; New trends: I-deals and Psychological Contract unreliability, possibilities for major improvements; The New Way of Working: implementation leads to an impressive increase in commitment, well being and fairness and a decrease in turnover intention; High investment in Talent Management practices leads to positive outcomes for an organization.

49) **Hay Group presented the working paper entitled Talent Management – What the best Organizations actually in the year 2005.** It showed that the best organizations use the following ways for managing their talent. These are: Decode strategy and define the predictors; Evaluate talent to strategy; Enhance talent to deliver strategy; develop a talent management culture. The general misunderstandings that

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97 [www.accenture.com](http://www.accenture.com)

98 [www.haygroup.com](http://www.haygroup.com)
arise in the talent management strategy are: Taking a tactical approach to talent management; Over reliance on the past in predicting future success; Development focuses too much on the person and too little on the role; Assumption that stars at one level and in one role can replicate their success at higher levels and in different roles; Divergent notions of what talent management looks like across the organisation; Lack of adequate processes to optimise the flow of talent.

50) Lynette Harris and Carley Foster wrote a research paper titled Aligning talent management with approaches to equality and diversity Challenges for UK public sector managers. It was published in Equality, Diversity and Inclusion: An International Journal vol. 29 no. 5, pp. 422-435, 2010. The purpose of this paper was to examine the implementation of talent management interventions in UK public sector organisations. Talent management is a topic of growing interest from employers concerned about their workforce demographics, specific skills shortages and the retention of high potential employees but the concepts that inform talent interventions are often unclear or are an uneasy fit with the beliefs and understandings about fair treatment of those who have to implement them. Public sector organisations need to invest both time and effort into developing appropriate and relevant approaches to talent management, which take proper account of line managers’ perceptions of fair treatment and established organisational approaches to diversity and equality. The main findings were Implementing talent management was found to present particular tensions for public sector managers, particularly in terms of its alignment with well-embedded diversity and equality policies and their own perceptions of fair treatment in the workplace. Despite an acknowledgement that the sector needs to attract, develop and retain the most talented individuals to achieve its modernisation agenda, interventions which require singling out those individuals for special treatment challenges many of its established practices for recruitment and selection, employee development and career management.

99 www.cipd.co.uk
51) Lawler said in **Talent - Making people your competitive advantage in 2008** that success of organization is based upon the talent management in today’s competitive marketplace. Talent management is about the processes, systems and strategies and their implementation of those unified strategies which are designed to enhance the productivity of the workplace by developing the improved processes for attracting, development, utilization and retention of skilled people matches with the current and upcoming business needs. It is widely accepted that human resources adds value to the organizations. The most suitable way to attain competitive advantage for organization is to keep human resource as a strategic business partner in such a way that it improves the business performance. It is possible by managing the talent effectively, associates it with the change management and adaptability of employees that how they respond to change. It not only considers the influencing strategy of the organization but at the same time contributes with some value addition which impacts effectiveness.

52) Jones wrote an article **Social capital: bridging the link between talent management and knowledge management in 2008**. It said that effective talent management practices for identifying key knowledge workers involve initially considering how individuals can help the organization to achieve its vision, mission and strategic goals, and highlighting what skills and talents are required. Hence, the organization’s strategic direction determines which jobs and which employees are most important to achieving success. To help ensure that the most appropriate talent is effectively deployed the human resource throughout the organization, some researchers focus on those pivotal talent positions that may impact on organizational competitive advantage. Talented employees are subsequently identified to fill those positions human resource tough recruiting ahead of the curve. This is similar to the Exclusive Positions perspective of talent management which seeks to fill “A positions” with “A players”, fill support positions with “B players”, and outsource “C players”.

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100 www.edwardlawler.com

101 www.forbes.com
53) Lazarova, M. and Tarique, I. wrote the article titled Knowledge transfer upon repatriation in Journal of World Business, 40, 361-373 in the year 2005. They said that talent management initiatives seek to develop the talented employee’s capacity so that they might remain engaged with their works to produce maximum returns. All the levels of management must be updated with the vitality of talent management strategies that specifically conduct the strategies. This helps an organization to identify and focus on new competitive circumstances. Work engagement is achieve human resource through motivating employees. The encouragement is further supported if the pay is also accompanied by social recognition or adds value to the procedures of self-development such as feedback, coaching, job rotation, and provision of employee training and developing a unified standard. Therefore, employees demand for motivation on continuous basis.
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