EVOLUTE SYSTEM APPROACH AND IDENTIFICATION OF TALENT

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Abstract - The identification and development of talent within organization is key to gain competitive advantage. As human resources are central element to build organizational excellence, hence it is very important to explore their competencies and creative tension, which helps inidentifying the talent and developing them accordingly. On the bases of Evolute system approach, this research paper argues thatorganizations can use individual results to identify the talented employees and categorize them according to their current competencies and creative tension. It also helps organizations in developing appropriate training and development program for each segment.

Keywords - Talent Management, Talent Identification, Competence, Creative Tension,Evolute, Astroid

I. INTRODUCTION

Talent management has been one of the most debated topic in human resource management (HRM) theory and practice [1].At the core of talent management is the assumption that the "talent" must be identified, categorized, developed, and placed in right positions that are crucial for the competitive advantage of the firm [2].In recent years, so many companies are investing their energy in identifying and developingtalented employees [3] but still it's a major problem to identify and locate the talent within organization[4]. Therefore, to address this problem, the objective of current paper is to present,how the Evolute system can identify talent within the organization and differentiate them on the bases of their current competencies and creative tension? It will lead organizations to enhance their competitiveness by identifying talented employees, categorizing them in separate groups based on their competencies and creative tension, and develop them accordingly.

II. TALENT MANAGEMENT

Talent management, despite of being a hot topic among HR practitioners, there is a lot of scholarly debate about the term itself [5],[6],[7]. Reference[8]found disturbing lack of clarity regarding the definition, scope and overall goals of talent management as this term interchangeably used with talent strategy, succession management and HR planning. Literature review of talent management suggests that there arefour different school of thoughts regarding the definition and understanding of talent management concept[5],[8]. First perspective defines talent management as a collection of typical HR practices, such as recruiting, selection, development, and career and succession management but it requires doing what HR has always done but doing it faster or across the enterprise [9],[10],[11],[12],[13]. The second perspective focuses on the concept of talent pools as they define it as processes designed to ensure a proper flow of employees into the jobs across the organization [14],[15]. Third school of thought focuses on talent in general and subdivides it into further two viewpoints i.e. (i) categorize the talent according to their competencies and manage them accordingly [16], [17], [18], (ii) it is the role of HR function to manage everyone to high performance [19], [20]. Reference[5] introduced more advanced concept of talent management and named it "strategic talent management" where they put emphasis on identification of pivotal positions and then developing talent pools and human resource architecture accordingly, to fill these positions with high performers and high potential employees. Table 1 summarizes all four school of thoughts of talent management.

Talent management (School of thoughts)	Basic concepts
First	Typical HR practices but doing faster
Second	Formation of talent pools
Third	Managing talent according to their competencies or treating everyone as talent
Forth	Strategic talent management

Table 1. Talent Management Classifications

The comparative analysis ofthese four schools of thoughts shows that the core of talent management is the assumption that the "talent" must be identified, categorized, developed, and placed in right positions that are crucial for the competitive advantage of the firm [2]. Moreover, the literature related to talent categorization shows that the talent can be labelled as "A"," B" and "C" players based on their performance, potential and competencies.

According to reference[21], talent refers to "best and brightest" and many organizations refer such employees as "A" level employees or "A players". They are usually among the top 10 to 20 percent employees of the organization. Reference[22] describe them as an elite group of high-impact, but high-maintenance individuals who can deal with

more complexity but are more complex in themselves. According to reference [23], 'A' players are perceived to possess skills and abilities necessary for advancement in the organization, and they are ranked at the top in terms of performance and competencies. With prospect of resource based view theory, such employees can be defined as unique source of competitive advantage for the organizations. So proper identification of such employees is very crucial for the organizations. it is estimated that 40 to 60 percent of companies have developed high potential programs in place for the management of such employees, which shows that how much importance companies give to their "A players"[23].

On the other hand, "B players" are the best 'supporting actors' of the organizations [24]as they provide crucial support to 'A' players in strategic positions [3]. According to reference[24]companies' long-term performance is very much dependent on the commitment and the contribution of "B players". The trend of "A players" centric talent management practices can ignore the vital role of "B players" in the company's long-term success. Therefore, in this context, identification and development of "B players" is also very important.

Regarding C players, reference[3]argued that they are usually poor performers in non-strategic jobs, and if they do not improve their performance, they should be removed from the organization. However, the Evolute system can be very useful in taking the decision of retention or firing of such employees, as it not only provides with their current level of competencies but also provides their creative tension. If their creative tension is high, it means that they understand their current level of competencies and know that in which areas they need improvement. Such "C players" with high creative tension can be transformed into B players by addressing their weaker competency areas. While if such employees have low competencies level as well as low creative tension to improve themselves, then it's an easy decision to lay off such employees. Table 2 summarizes the different types of employees.

Group	Characteristics
A Players	High impact, high performing, unique source of competitive advantage
B Players	Best supporting actors
C Players	Low performers in non-strategic roles

Table 2. Classifications of Employees

III. EVOLUTE SYSTEM

The Evolute system is based on the emerging co-Evolute methodology and brain-based metaphors, which enable one to visualize in the form of different graphs and examine the current reality and personal vision of individuals/employees and business processes [25]. The idea of the co-Evolute methodology is based on the concept that organizations aim to support employees' personal growth, vision and development in order to improve their own core competencies. This strategy helps both organization and employees, in evolution towards excellence that is why, it is called co-Evolute system or co-evolutionary methodology[26]. It is further based on brain-based metaphors,which is the combination of 'Holistic concept of human beings (HCHB)', and 'theatre metaphor', which is known as 'The circles of mind metaphors'[26].The basic dimensions of HCHB explain totality of man, which include corporality (the body), consciousness (the mind) and situationally (the situation), which are the basics of human existence[26]. As HCHB does not explain unconscious part of brain and does not provide sufficient bases for the applications of Evolute system, therefore, reference[27]combined it with the Baars'stheatre metaphor. The totality can then be explained through the idea of the theatre metaphor, where the self as an agent and observer behaves on the theatre stage [26]. Close to the stage is theunconscious part of the brain (the audience), divided into four fundamental areas: motivational system, automatic systems, interpreting system, memory system, as well as the spotlight controller,context, and the theatre director (him or herself) [26].

The Evolute system is a computing platform that supports building and using co-evolutionary applications [28] [29]. According to reference [30]the Evolute methodology utilizes fuzzy logic to capture the subjective, abstract and vague nature of individual's current occupational competencies. Fuzzy logic also facilitates approximate reasoning for analysing and modelling different levels of creative tension according to the occupational competencies and based on individuals' perception of their current reality and vision. According to [31], creative tension is the difference between personal vision and current reality. It motivates individuals and organizations to develop their-selves to achieve their future vision. Currently, the Evolute systemsupports thirty-seven tools, some of which are designed for different work roles.. For example, tool Astroid is designed to analyse the competencies of sales personnel[32], Bicorn for safety culture[33], Conchoid for competencies of maintenance personnel[34] and Cycloid for competencies of project managers [35].

The literature of Evolute system approach shows that, it helps in evaluation of current and targeted competencies of personnel, on the bases of which companies can develop appropriate training and development programs [26],[36]but this approach has not been analyzed from the point of "identification of

talent" and categorization of employees into different sub-groups to develop them accordingly.

IV. METHODOLOGY

Reference [36] used Astroid to analyse the competencies of sales personnel of banking sector. The aim ofAstroid is to provide a generic model for evaluating sales competencies. It consists of 120 pre-formulated statements to analyse 30 main competencies of sales personnel.It determines creative tension[30] of individuals by assessing their skills at threedifferent levels, which are competencies, competence groups and competence main group. Competencies focus on trustworthiness, conceptual thinking, emotional awareness, conflict management, language proficiency, relationship building, responsibility, developing others, achievement orientation, seeking information, optimism, communication skills, analytical thinking, leadership, innovativeness, self-confidence, collaboration, management, initiative, understanding of others and maintaining order skills of individuals. Competence Groups assess abilities of motivating oneself, self-control, social skills, cognitive capability, empathy and self-knowledge. Finally, competence main groups assess their personal and social competencies. [36]

The results of this model reflect the individual's perception of their current and targeted sales competencies. In this research, the competence model is tested with a group of sales personnel (20 respondents) from a multinational organization, who are directly dealing with daily customers, chosen because of their availability to the researcher. Typically, the group level results are the ones that are most interesting to the organization, because from those results, it is easy to get a holistic picture of the organization, but in the context of this article, individual results are more important because it identifies and differentiates the talent into separate groups based on respondent's competencies and creative tension.[36]

V. RESULTS

The results of this research are formulated at two levels

1. Competencies and creative tension of overall sample group
2. Individual level results

Figure 1 and 2 represents the competency level and creative tension of overall group. In fig. 1, blue line is the current state of competencies of sample group and red line represents their target state, while in fig. 2 green area represents the creative tension. These two figures provide an overall picture of sample group with the prospect of weaker, stronger competencies and the creative tension.

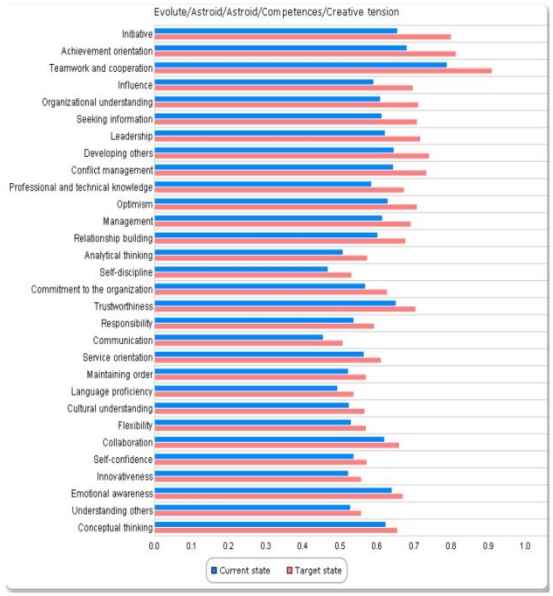


Figure 1. Current and Future Competencies

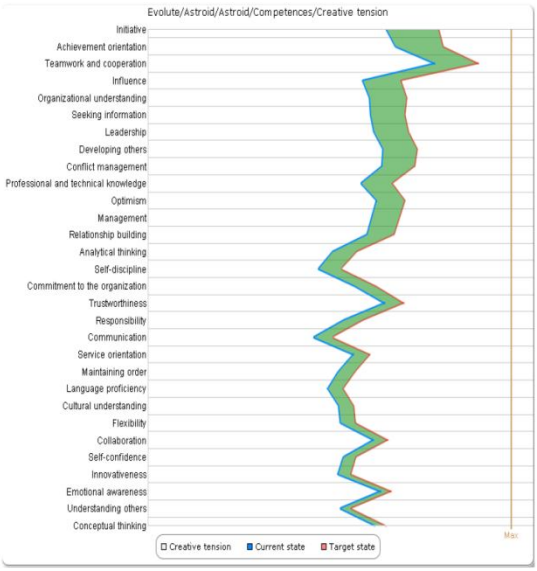


Figure 2. Creative Tension

Table 3 shows the summary of individual results (see reference [36] for detailed individual results). In 1st column, green tabs show employees with high scores (A Players), blue tabs show average employees (B players) while red tabs show low scoring employees (C players). The analysis of table 2 shows that, seven participants have outstanding competence levels, two participantshave low scores while eleven participants haveachieved average scores. All these participants are labelled as A, B and C players based on their current competencies. All these three categories are further sub-divided based on the creative tension of each individual. Columns number 2-4 show that in how many number of competencies, participants scored high, low and average while orange tabs show the participants with high creative tension.

Project ID: 231 (Application: Astroid)				
	Number of competencies			
Person ID	High	Low	Average	Creative Tension
1. 2773	6	3	21	7
2. 2774	1	6	23	17
3. 2775	9	3	18	11
4. 2776	5	3	22	11
5. 2777	20	0	10	0
6.2778	22	0	8	9
7. 2779	0	17	13	13
8. 2780	21	0	9	1
9. 2781	8	0	22	2
10. 2782	2	17	11	10
11. 2783	24	0	6	2
12. 2784	23	0	8	4
13. 2785	20	0	10	2
14. 2786	18	0	12	0
15. 2787	11	5	14	4
16. 2788	1	9	20	17
17. 2789	1	9	20	18
18. 2790	3	3	24	18
19. 2791	6	4	20	6
20. 2792	1	5	24	18

Table 3AstroidIndividual Results

VI. DISCUSSION

The objective of this research study was to use Evolute system for the identification of talented or high-potential employees, so the focus of this section will be on the individual level results, which are presented in table 3. Participants are categorized in sixseparate groups based on their individual scores against each competency and their level of creative tension (see table 4).

This study found two personnel, who scored high in current competencies and have high creative tension, while five personnel with high scores in current competencies but low creative tension. They all are labelled as 'A' players based on high scores in current competencies. However, two personnel with high creative tension shows their potential to thrive towards pivotal positions of organization. Similarly, eleven employees were found with average level of competencies which are labelled as B players. They are further separated into two groups based on their low and high creative tension. B players with high creative tension have tendency to develop their selves accordingly and become A players. So special training and development programs can be organized for such employees [36].

Furthermore, Evolute system have identified two participants with low level competency, out of which, one participant has high creative tension. Such employees can be turned into B players by organising appropriate training and development programs.

Category	Results	Qualities	#
A Players	High Competencies, High Creative Tension	Talent& Potential for higher positions	2
A Players	High Competencies, Low Creative Tension	Talent	5
B Players	Average Competencies, High Creative Tension	support staff & tendency to become A player	6
B Players	Average Competencies, Low Creative Tension	Support staff	5
C Players	High Competencies, High Creative Tension	Poor performers with tendency to be B players	1
C Players	High Competencies, Low Creative Tension	Poor Performers	1

Table 4. Employees Classification

CONCLUSION

The current paper examined the idea that the Evolute system can help organizations in identifying the talented employees and categorize them in separate groups based on their competencies and creative tension. This is first attempt to use the Evolute system approach for talent identification, which opens new avenue of research under the literature of Evolute methodology and talent management. Like all research, this study is subject to number of limitations. First, the evaluation through the Evolute system is based on self-evaluation, which is less reliable method for the evaluation of work performance [37], as people have the tendency to evaluate their own performance as better than that of others [38]. Therefore, the results of Evolute need to be combined with other HR practices like supervisor feedback and past performances of employees to label them into A, B or C players. Secondly, the sample size of this research paper is small, collected by only one organization and consist of only male participants. It raises the question of generalizability of the results. Therefore, future research should address these issues by diversifying and enlarging the sample size. Moreover, future research should focus on longitudinal research methodology combined with follow up interviews with participants, their supervisors and HR managers to evaluate the effectiveness of Evolute system as a tool for talent identification and development.

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