OVERVIEW OF TRENDS AND MODELS OF TALENT MANAGEMENT

[1]MIAO TING, [2]WORAWIT JANCHAI

[1,2]College of Arts, Media and Technology, Chiang Mai University, Chiang Mai, 50200, Thailand
E-mail: 15776683@qq.com, Worawit.jc@gmail.com

Abstract - Talent is the first capital of a company. The competition of market economy is finally reflected in the competition of talents. Whoever has high-quality talents will have a foundation for success. Therefore, it is imperative to strengthen talent management as the core of enterprise management innovation. This paper attempts to review the published studies on trends and models of talent management (TM) during 2010 to 2018. Section 1 is the introduction of talent management. Section 2 provides the relevant trends and models of talent management: study focus on macro view, processing, competency and mediating. The challenges and future trends of talent management will be presented in Section 3.

Keywords - Talent Management, Trends, Models, Overview

I. INTRODUCTION

Talent management is a recent, practitioner-generated term covering a range of long-standing practices that aim at getting the right person in the right job at the right time. The phrase dates from a 1998 McKinsey report, which argued that variations in the performance of executives explain a great deal of the variance in overall performance across businesses (Peter Cappelli and JR Keller, 2014). In 1997, we at McKinsey&Company coined the term the war for talent and soon realized we had named a phenomenon that many people had been experiencing but had not fully articulated. The forces shaping this war had been brewing for some time, then came to a head quite suddenly. Overnight, it seemed, everyone was talking about the war for talent (Chambers et al. 1998).

In contemporary world, talents are the most valuable resource and own talents means own competition. Nowadays, talented economic migrants come from many countries, right across the globe, and with diverse economic motives, but they are pulled by a few desirable destinations -some of the European countries, the United states, Singapore, Australia and Canada. The more one focuses on the high-skilled end of talent, the more this is true. Figure 1 shows the migration pattern for inventors, high on the list of attractive talent. The prime destination has been the United states (WIPO 2013, database of migrant inventors).



Figure 1: Migration corridors of inventors: Top 10 South-North flows (source: WIPO 2013, database of migrant inventors)

The performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people (Farah Naqvi, 2009).

As the world of work and organizations become more complex, the issue of how to think about and build a career becomes more complicated for the individual, especially as early career selection and early career moves prove to be relatively poor predictors of what people ultimately want to get out of their career. At the same time, organizations find it harder and harder to define jobs and ‘‘work,’’ wisely allocate people to jobs, manage retention, and develop the talent needed to get the work done effectively (Edgar H. Schein&John Van Maanen, 2016).

As talent competition becomes more and more hot, more and more scholars are paying attention to talent management. Figure 2 shows the curve of number of publications referring to talent management between 2013 and 2018 form ScienceDirect Database.

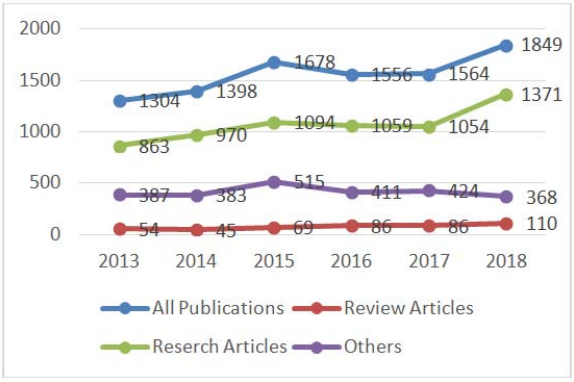


Figure 2: The curve of number of publications referring to talent management between 2013 and 2018. (Database: ScienceDirect)

The main objective of this paper is to investigate the trends and models of talent management. This paper has reviewed the trends of talent management research during the period of 2010 to 2018. The published source used in this research study were selected from

well-known online e-databases such as ScienceDirect and Emerald insight and Google scholar, and citations from articles published after 2010.
This paper has the following sections. Section 1 is the introduction of talent management. Section 2 provides the relevant trends and models of talent management. The challenges and future trends of talent management will be presented in Section 3.

II. TRENDS AND MODELS OF TALENT MANAGEMETN

As organizations work to meet employees' new demands, they face other challenges, such as skill shortages, that have led to a growing war for talent (2018 Workplace Learning Report). With artificial intelligence infused into our work, we need highly skilled people to maximize the benefits of digitization (2018 Global talent trends study). More and more researchers begin to study talent management from various perspectives.

Perspectives	Author	Model	Year
Focus on Macro View	Shaista E. Khilji et al.	Macro global talent management (MGTM)	2015
	Randall S. Schuler et al.	Framework for global talent challenges and global talent management initiatives	2011
	Randall S. Schuler	The 5-C model of managing talent: choices in considerations, challenges, context/contingencies, consequences	2015
	Elaine Farndale et al.	Corporate HR roles in global talent management	2010
Focus on Processing	William A. Schiemann	Talent lifecycle	2014
	Erin E. Makarius and Mahesh Srinivasan	The collaborative planning for talent supply chain management (CP-TSCM) model	2017
Focus on Competency	Lena Siikaniemi	Elements of the information pathways for the foresight mechanism of an expert organization	2011
	Nornazira Suhairom&Aede Hatib Musta'amal et al.	Conceptual framework of competency model	2014
Focus on Mediating	Roberto Luna-Arocas and Michael J. Morley	H4 Mediating Model	2015

A. Focus on Macro View

Some studies present a conceptual framework for macro talent management), which incorporates a macro view and supports interdisciplinary research. Shaista E. Khilji et al. draws our attention to the macro context in which GTM occurs as well as illuminates its multiple consequences traversing levels of analysis. It also captures the essence of complexities associated with managing talent globally (Shaista E. Khilji et al., 2015).

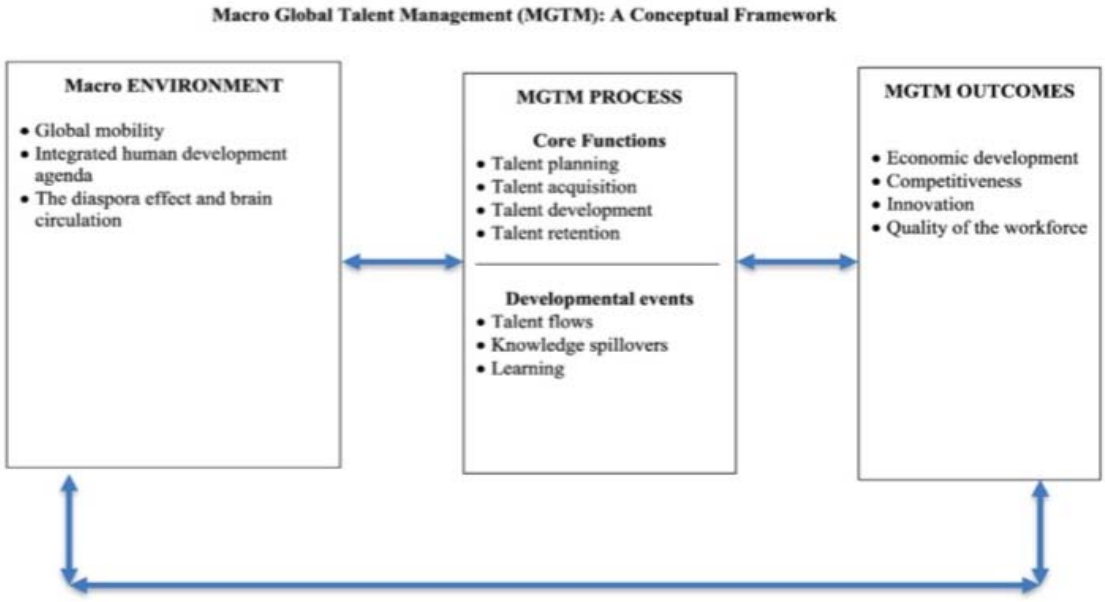


Figure 3: Macro global talent management (MGTM) (Shaista E. Khilji et al., 2015).

In the discussion and conceptualization of global talent challenges, context is extremely important. Figure 4 depicts the framework of the major contextual forces and shapers of global talent challenges and several HR policies and practices used in crafting global management talent initiatives to manage global talent challenges (Randall S. Schuler et al., 2011).

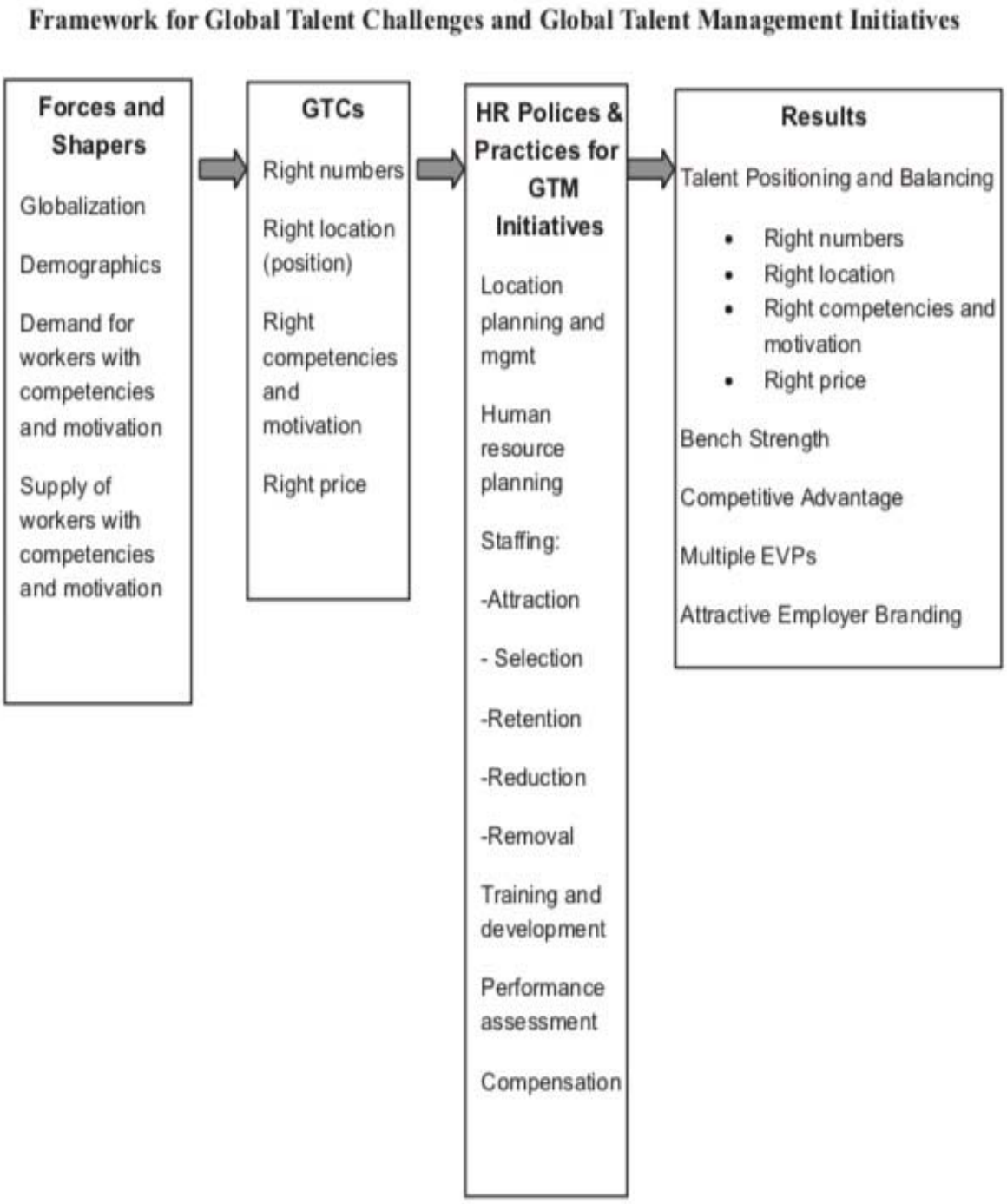


Figure 4: Framework for global talent challenges and global talent management initiatives (Randall S. Schuler et al., 2011).

Randall S. Schuler's framework identifies, organizes, suggests, and documents many choices (Cs) in managing talent. The 5 major Cs (Figure 5) that seem to summarize what is going on in companies managing talent in programs include: Choices, Considerations, Challenges, Context/Contingencies and Consequences (Randall S. Schuler, 2015).

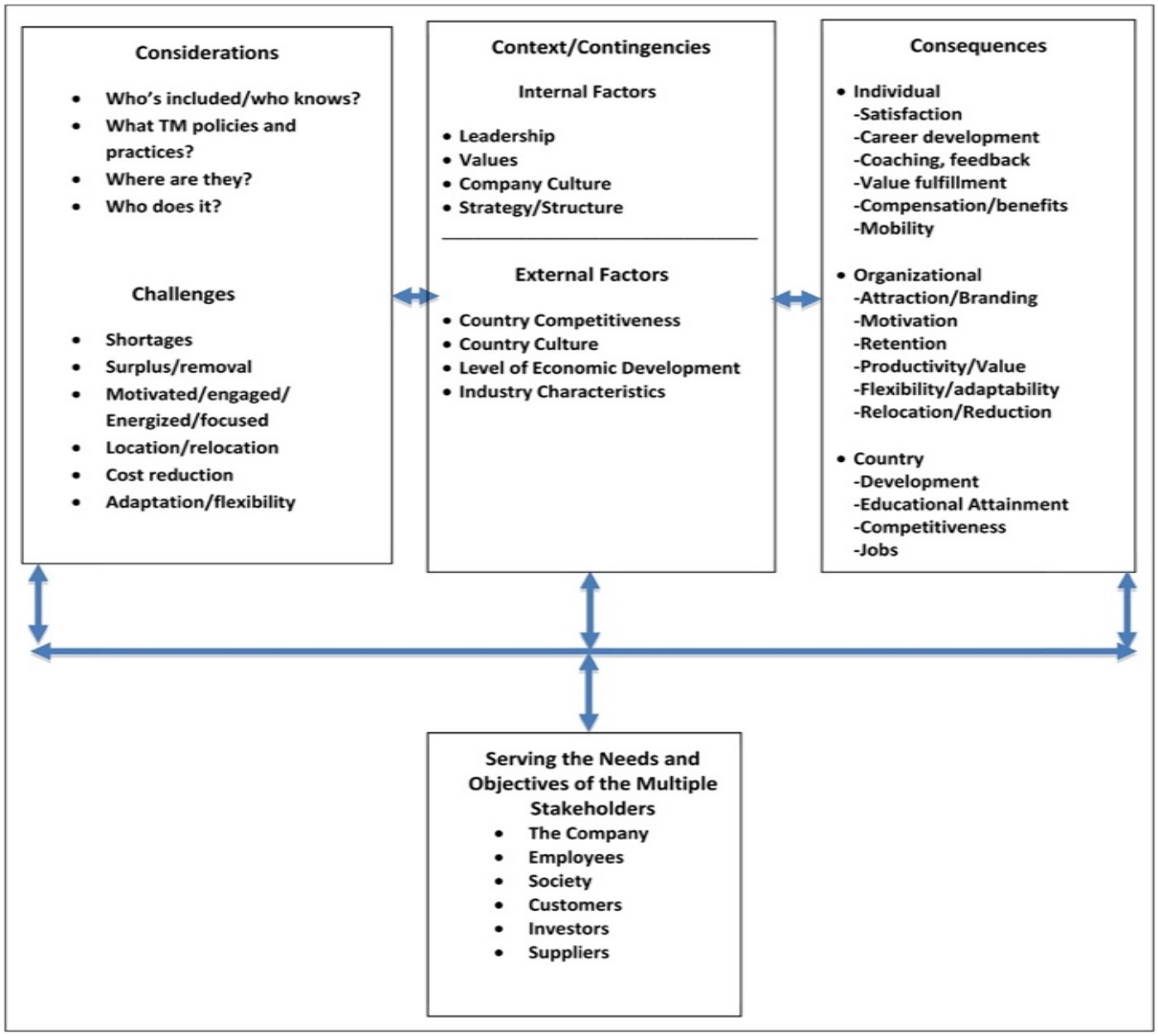


Figure 5: The 5-C model of managing talent: choices in considerations, challenges, context/contingencies, consequences. (Randall S. Schuler,2015)

Elaine Farndale et al. focus on four core roles (Figure 6) derived from the extant literature (champion of processes, guardian of culture, network leadership and intelligence, and managers of internal receptivity) and explore how these roles support GTM (Elaine Farndale et al., 2010).

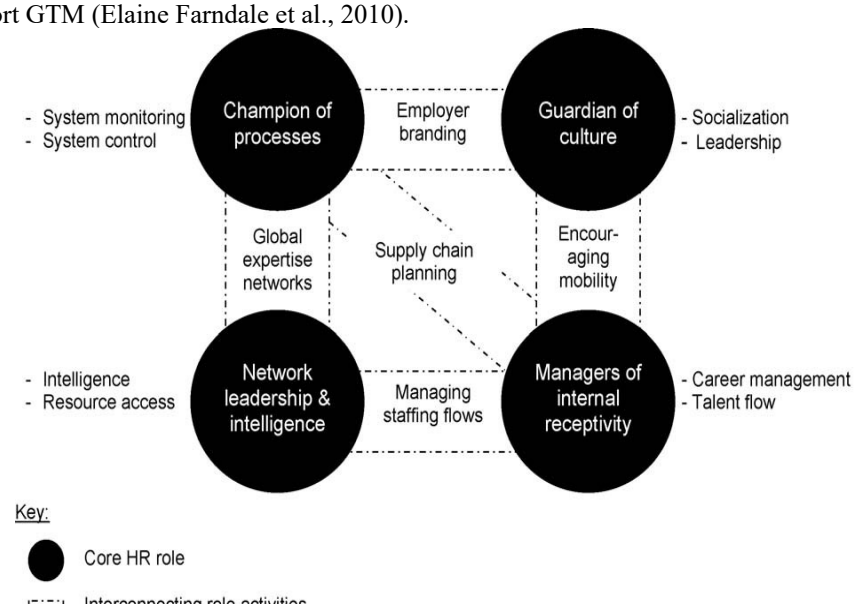


Figure 6: Corporate HR roles in global talent management (Elaine Farndale et al., 2010)

B. Focus on Processing

The talent lifecycle (Figure 7) encompasses all the stages of interaction between an organization and its human capital. This ranges from building a talent brand that attracts the right talent to acquiring, onboarding, developing, managing, retaining and even recovering talent (William A. Schiemann, 2014).

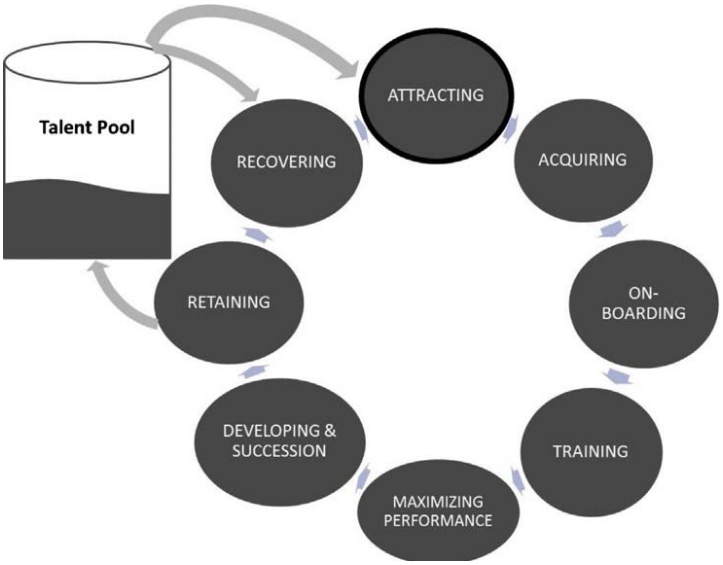


Figure 7: Talent lifecycle (William A. Schiemann,2014)

Erin E. Makarius and Mahesh Srinivasan build upon the CPFR supply chain approach to propose a model of collaborative planning for talent supply chain management (CP-TSCM:Figure 8). The key to this model the collaboration between companies or employers and suppliers, which could be academic institutions or any suppliers of talent to the organization (Erin E. Makarius and Mahesh Srinivasan, 2017).



Figure 8: The collaborative planning for talent supply chain management (CP-TSCM) model (Erin E. Makarius and Mahesh Srinivasan, 2017)

C. Focus on Competency

In Lena Siikaniemi's analysis, an information pathway includes the following elements for special competence categories: input information types and sources, methodology of information gathering, point of time for examination and integration to TM software (TMS). In this conceptual analysis, the competences under examination are divided into three main categories, which are: core competences, dynamic competences and loss of competences. The elements of information pathways for each competence category are combined into Figure 9 (Lena Siikaniemi, 2011).

Competence type	Input information type and sources	Methodology of information gathering	Point of time of examination	Integration to TM software features
Core competence				
	• existing strategy of the organization • evaluation information of organizational functionality (e.g. quality audits) • regional, national and international educational strategies • regional and national business and innovation strategies • forecasts of labour market supply and demand • research and surveys of labour market trends • research and surveys of competence needs of labour market • megatrends, top ten lists The sources of information are textual sources by the top management, experts and researchers. Human sources are e.g. networks, colleagues, customers.	Information from textual sources is collected and the information for core competence examination is produced by content analysis methods. Information from human sources in the strategy thinking and planning processes is often gathered by brainstorming and discussions.	During strategy building and evaluation process, which is performed one or two times a year depending on the education sector and environmental changes.	The needed changes of core competences are defined according to the strategic objectives and success factors. The new and constant core competences are made apparent in the typology of competences in the TM software.
Dynamic competence				
Emerging	• weak signals, wild cards, ideas • evaluation information of organizational functionality (e.g. quality audits) The sources of information for weak signals are mainly human sources (experts, futurists, colleagues, scientists/researchers, networks) and also textual sources (academic and scientific journals, scientific and economic magazines).	Active discussion with personnel and networking with experts, colleagues, researchers etc. Systematic reading and following the future trends discussions. Active evaluation of the organizational functionality.	Continuous scanning of the environment. Development discussions with the personnel according to the organizational yearly cycle. Individual discussions and group discussions.	TM software contains a platform in the competence evaluation section and development discussion section to bring out prominent signals of emerging competences which are important for the organization's future.
Transitional				
Maturing	• the input information is comprised of the same issues as in the core competence examination above.			
Loss of competence				
Retirement	• individual's and organization's competences in databases • reports and documents of competence management (e.g. competence evaluation) • evaluation information of organizational functionality (e.g. quality audits) • process descriptions of the organization's processes The sources of information are textual sources such as documents and databases. The information is constructed by individuals, management and experts in human resources in various discussions.	Textual information is brought up from databases and documents by content analysis methods. Various discussions and interviews.	Development discussions with the individual, in which the point of time is set according to the planned retirement. The discussions contain special consideration of tacit knowledge.	TM software contains development discussions section and competence evaluation section.
Change of function due to organizational changes			The point of time is set according to the organizational change processes. In the case of job rotation, the discussions are scheduled individually.	TM software contains development discussions section, competence evaluation section and a section for job rotation.
Job rotation			Development discussions with the personnel. The point of time is scheduled individually in the leave discussions.	TM software contains development discussions section, competence evaluation section and a section for leave discussions.
Resigning				

Figure 9: Elements of the information pathways for the foresight mechanism of an expert organization (Lena Siikaniemi, 2011)

Nornazira Suhairom et al. identifies (see Figure10): Technical competencies (job responsibilities) that distinguishes a high performer chef from the average chefs; Non-technical competencies that distinguish a high performer among professional chefs from those who perform at average; Career competencies that are should be possessed by the Chefs; Personality attributes that distinguish a respected exemplar among professional chefs from those who are less successful (Nornazira Suhairom et al., 2014) .

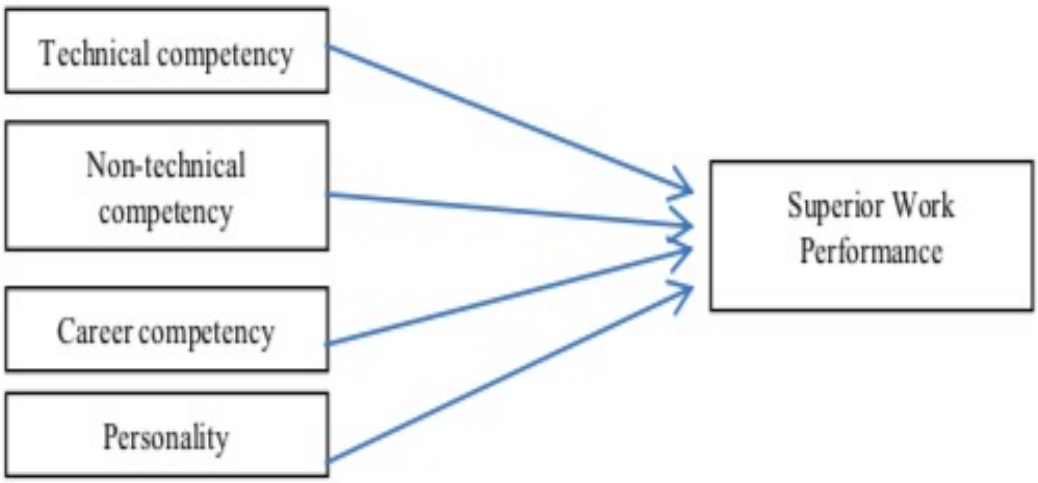


Figure 10: Conceptual framework of competency model (Nornazira Suhairom et al.,2014)

D. Focus on Mediating

Roberto Luna-Arocas and Michael J. Morley's study advances and tests four interlinked hypotheses explicating the relationship between talent mindset competency, job satisfaction and job performance (Figure11). Talent mindset competency is dimensionalised as: (a) value and goal alignment with the organization, (b) manager's talent mindset, (c) talent application in everyday behaviors, (d) autonomy using talent and (e) development of talent in organization (Roberto Luna-Arocas and Michael J. Morley, 2015).

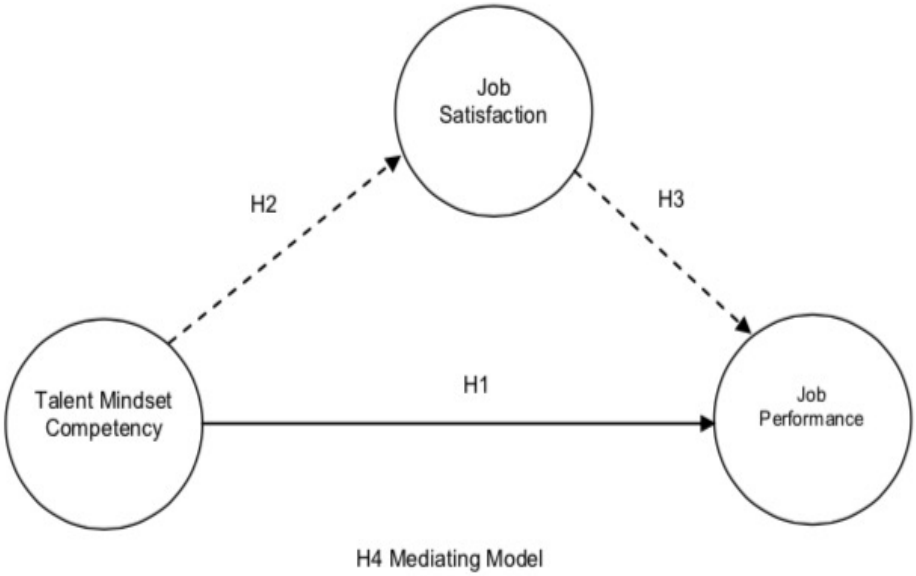


Figure 11: H4 Mediating Model (Roberto Luna-Arocas and Michael J. Morley,2015)

CONCLUSION

People are at the heart of every organization and even at the heart of technology. Human talent, rather than capital and technology, is the key factor linking innovation, competitiveness, and growth in the 21st century. People, not robots or artificial intelligence software, will continue to brainstorm new ideas, inspire others, and drive organizations to succeed. We have entered the Human Age (2018 Global talent trends study). This paper has focused on reviewing the trends and models of talent management. For Macro view, some study pay attention to the environment, process and outcomes(Shaista E. Khilji et al., 2015) ,

some focus on the forces and shapers, GTCs, HR polices and results (Randall S. Schuler et al.,2011), some study on Choices, Considerations, Challenges, Context/Contingencies and Consequences(Randall S. Schuler, 2015), while some research of the extant literature (champion of processes, guardian of culture, network leadership and intelligence, and managers of internal receptivity) (Elaine Farndale et al., 2010). All the studies pay little attention to the HR competencies to manage the talents. Talent management processing study only pay attention to the process of TM. For competency perspective, the author mentions little on the competencies of HR function people in TM.

The latest research on talent management provides different perspectives of macro talent management, processing, competency and mediating. All the research on talent management include workforce planning, succession planning, employee development, and career management. (Peter Cappelli and JR Keller, 2014). That means all the studies on talent management involves a part of human resources. Therefore, it is important to manage talents well within the human resource system, and the competencies of HR function people become more and more important. Future research should examine how to manage talents based on the competency in human resource system. Finally, further research is required on the management of the HR function itself, and in particular the HR functional competency to attract, recruit, retain the talents.

REFERENCES

[1] Bruno Lanvin and Paul Evans, "The Global Talent Competitiveness index 2015–16", GTCI, 2016.

[2] Chambers, T. Carrick, Andrew N. Drinnan and Stephen McLoughlin, "Some morphological features of wollemi pine (Wollemia nobilis: Araucariaceae) and their comparison to Cretaceous plant fossils", International Journal of Plant Sciences vol. 159, pp. 160-171, 1998.

[3] Edgar H. Schein and John Van Maanen, "Career anchors and job/role planning: Tools for career and talent management, Organizational Dynamics", pp. 165—173, 2016.

[4] Elaine Farndale, Hugh Scullion, Paul Sparrow, "The role of the corporate HR function in global talent management" , Journal of World Business, vol. 45, pp. 161–168, 2010.

[5] Erin E. Makarius and Mahesh Srinivasan, "New perspectives on human resource management in a global context", Journal of World Business vol. 51, pp. 142–152, 2017.

[6] Ed Michaels, Helen Handfield Jones and Beth Axelrod, "The War for Talent", Steven Hankin of McKinsey&Company, Harvard Business Press, 2001.

[7] Farah Naqvi, "Competency Mapping and Managing Talent, The IUP Journal of Management Research," Vol. VIII, No.1, pp.86-94, 2009.

[8] Lena Siikaniemi, "Information pathways for the competence foresight mechanism in talent management framework", European Journal of Training and Development, Vol. 36, Issue: 1, pp.46-65, 2011.

[9] "Mercer's Global talent trends study, Unlicking Growth in the Human Age", North America Webcast April 19, 2018.

[10] Nornazira Suhairom, Aede Hatib Musta'amal, Nor Fadila Mohd Amin and Noor Khairul Anuar Johari, "The development of competency model and instrument for competency measurement: The research methods", Procedia -Social and Behavioral Sciences, vol.152, pp.1300-1308, 2014.

[11] Peter Cappelli and JR Keller, "Talent Management: Conceptual Approaches and Practical Challenges, The Annual Review of Organizational Psychology and Organizational Behavior", pp305-331, 2014.

[12] Randall S. Schuler, "The 5-C framework for managing talent" Organizational Dynamics, vol. 44, pp.47—56,2015.

[13] Randall S. Schuler, Susan E. Jackson, Ibraiz Tarique, "Global talent management and global talent challenges: Strategic opportunities for IHRM" Journal of World Business, vol.46, pp.506–516, 2011.

[14] Shaista E. Khilji, Ibraiz Tarique and Randall S. Schuler, "Incorporating the macro view in global talent management" Human Resource Management Review, vol.25, pp236–248, 2015.

[15] William A. Schiemann, "From talent management to talent optimization", Journal of World Business, vol. 49, pp.281–288, 2014.

[16] Workplace Learning Report, Linkin Learning, 2018.

★★★