

## **A NEW PARADIGM OF TALENT FROM AN ORGANIZATIONAL PERSPECTIVE**

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### **ABSTRACT**

*Talent can be understood as a combination of potential and performance. The potential reflects the possibility of professional growth and development, and performance refers to the success of professional services. Performance in turn depends on skills, quality and creativity, along with experience. However, performance differs depending on the contexts and objectives of the organization. Hence the need to address talent as a factor / resource that develops according to the characteristics of the organization, which the manager who wants a performance-based process to use to achieve goals.*

**KEY WORDS:** *talent, management, educational system*

### **INTRODUCTION**

*Research conducted in 2007 by the ICPD reveals how the word "talent" has a different meaning for three reasons:*

*- is specific to each organization and influenced by the type of sector or the nature of the work;*

*- has group level implications;*

*- focuses on the concept of the individual and is dynamic, so it can vary over time.*

*We can use different levels of explanation of the term depending on how the talent is inserted in the context:*

*1. talent at organizational level - Talent is defined contextually (depending on the nature and characteristics of the organization), its nature being given by the compatibility with the coordinates of the organization. Important differences are identified when it comes to talent in a small company, a public institution or a multinational. The organizational dimension therefore does not allow a common, unique definition. Similarly, each position within the organization will have its own concept of talent depending on the skills and responsibilities required by the different roles, positions;*

*2. Talent at group level - we can consider here two aspects: a positive one, related to the recognition of the value of the person and a negative one related to the possible marginalization of some employees with consequences on the total performance. Within the group we can talk about leadership talent, key talents, peripheral talents, etc.*

*3. Talent at the individual level - usually recognized as unique and special, a talented individual is a person with innate abilities, which does not require effort to use them. He excels easily, he has special qualities that others want. (Thorne and Pellant, 2007).*

### **WINNING THE „WAR OF TALENT”**

What was identified in the McKinsey & Company study in the 1990s was that organizations that successfully applied human resource management processes - attracting,

developing, retaining - had a competitive advantage over others. This has changed the way corporations view talent, and today this concept is considered to be the latest trend in human resource management. The Economist confirmed in 2007 the existence of a new important factor in the talent war - the so-called "battle for brainpower" - namely: demographic aging (Gabrielli, 2010), a factor that may not be so important in other areas, but at the school level it is strongly felt, both due to the demographic factor itself and to the drastic decrease in young people's interest in the educational professions.

The talent war has two implications:

- The power passes from the company to the individual, in the sense that in negotiation the talents have the necessary power to follow their career aspirations;
- Talent management has become the primary source of competitive advantage: only companies capable of attracting and retaining talent will reach this precious resource.

To win this battle it is not enough to grab the biggest shoulder of talent, it is essential to know how to implement the best strategies for their management, so as to meet their expectations. Thus, it will be necessary to sometimes resort to "employer branding", ie for potential employees, building a work environment attentive to the needs of employees, investing in professional skills and clearly communicating expectations about organizational value (Ricceri, 2007).

The valorization of talents results thus, not only in identifying the people who have the right talent for the respective position, but also in creating opportunities for their development.

Although the term "talent management" is used very often today, it is not easy to identify a definition. Some economists consider it a static practice, others a dynamic one. Some believe that it should be integrated into the organizational system of performance appraisal, others that it should remain separate. Some consider that it applies only to a small number of people, others on the contrary that it applies to all.

Talent management must therefore be understood as an activity that must be coordinated autonomously and specifically in each organization. However, in order to be understood as a process, the common features of the different definitions must be highlighted (Blass e April, 2008).

We can define talent management as a process by which a system identifies, manages and develops employees, being oriented towards:

- developing a strategy to determine what the organization needs to meet current and future needs;
- defining the processes for measuring the necessary and available competencies
- creating a range of tools and processes to determine approaches based on the individual needs of employees;
- identifying ways to obtain and retain those who are fundamental to success;
- defining appropriate interventions for those who do not adapt to organizational needs;
- measuring the impact of these strategies so that personnel policy can be further developed and refined for high performance.

We consider talent management as the totality of the processes of identification, recruitment, selection, integration, development of employees that the organization considers to have potential for high performance. Talent management is an employee management

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model that focuses on skills and capabilities, potential and possible contribution to the organization, so it is a process related to specific contexts of the organization.

Lewis and Heckman (2006) consider that definitions of talent management can be organized into three categories. The first is a substitute for human resource management, with a combination of standard practices from selection to career development. The second focuses on creating a large pool of talent, ensuring the quantitative and qualitative flow of employees in the organization. The third considers talent a resource in relation to the level of performance. The latter approach has an important impact, but some authors (Collings e Mellahi, 2009; Huselid et al., 2005) are skeptical, considering that if talent management is applied to all employees, it will be difficult to distinguish it from human resource management.

The fourth approach considers talent management as a process and activities that start with identifying those key positions that explicitly contribute to the success of the organization; they go through the development of a pool of high potential and performers to cover those roles, and end up creating a different architecture from human resource management to facilitate the process and ensure that valuable resources remain in the organization.

Iles, Preece e Chuai (2010) proposed, in this approach, three perspectives for analyzing talent management to understand how it differs from human resource management:

1. Talent management is not overly different from human resource management. Both lead to the integration of the right people at the right time and in the right position and manage the flow and development of employees. Talent management could be seen as a rebranding exercise to increase the credibility of the human resources function;

2. The second vision is that talent management is integrated into human resource management but has a more selective focus. It may adopt the same tools, but focuses on a small segment of the internal and external workforce, defined as talent, by virtue of their current or future performance;

3. Talent management includes the development of organizational skills through the management and development of talents, but the central point does not refer only to the resource pool, but to their continuity within the organization. The concept should not be confused with other processes such as recruitment or succession.

### **A STRATEGY FOR ALIGNING TALENT TO ORGANIZATION**

Thus, organizations in defining the concept of talent management have at their disposal two strategic approaches: aligning people to roles or aligning roles to people.

The first identifies activities to link performance success, which are selection and recruitment to identify the right people, develop them to respond to opportunities, succession planning, but with a focus on the person and career choices, not roles.

The second perspective considers it necessary to identify roles according to the requirements of employees, in order to satisfy their career opportunities.

Broadly defined, talent management includes the instrumentation of unification strategies or processes to improve a person's performance in the workplace by implementing systems and processes to attract, develop, retain and use the necessary skills and abilities, as well as the aptitude appropriate to current needs and future of the business. Talent management usually involves identifying, developing, evaluating, deploying, and maintaining high-performing and high-potential employees (Collings and Scullion 2007). What we could

observe in our research was that the directors of the institutions studied are increasingly involved in the talent management process, so that over 20% of their time is spent on issues involving talent issues.

Although talent management is one of the biggest organizational challenges (Boudreau and Ramstad 2007), it remains an underdeveloped and under-researched topic (Lewis and Heckman 2006). Talent has become the key aspect that makes the difference in human capital management and that determines the competitive advantage.

Talent management is considered today a key factor in the development of successful corporations and also schools (Davis 2010, p.418). The term in this sense refers to attention to talent from the earliest stages of employment to their integration into the organizational culture (Barron 2008). But talent management differs from personnel management, because it involves methods that determine the attraction, motivation, training and involvement of talented employees in the organization (Abravanel, 2001).

Talent management is a concept that intersects three key elements: people, tools and organizational environment (Ciannamea, 2008). Talents are individuals who have optimal probabilities of development, but are not considered a distinct group, an elite; they are the engine of organizations' innovation and are at their service, so the organizational environment in which they operate is also important (Gabrielli, 2010).

Other authors (Fegley, 2007; Hatum, 2016; Cross, 2016) consider that talent management is the very management of human capital, representing the process of recruiting, managing, evaluating, developing and maintaining the most important resource of the organization - the human (Fegley, 2007; Hatum, 2016; Cross, 2016). Thus we can say that it represents the strategic management of the flow of talents in the organization.

This management of the flow of talents is achieved through the processes of human resources management in the organization. However, there are few situations in which there is a talent management strategy that goes through all these human resources activities.

In today's society, where knowledge has a special place, the value in organizations is given mainly by people. Thus, the advantages of companies are the ideas, creativity, knowledge, skills, performance of members of organizations. Talent management defines which group of individuals are key to the future of the organization, so that talent development processes, programs and tools represent how the competitive advantage can be maintained in the organization.

Talent management describes the process by which employers of all types - firms, institutions, non-profit organizations - anticipate the need for human capital and act to identify, shape, improve, maintain and develop them (Elegbe, 2016).

Scweyer believes that talent management must be approached strategically to optimize and align human capital with the company's strategy (Scweyer, 2010). And Caplan defines talent management as the process that includes the following stages:

- a recruitment brand to attract qualified candidates;
- a selection process based on competencies to ensure that the candidate is suitable;
- the integrity of those who carry out the selection process (Caplan, 2010).

In this process, recruitment and selection must be linked to the company's long-term strategy.

Some authors consider talent management to be a "set of integrated procedures and processes, used by the organization to attract, retain and develop talent, to achieve strategic objectives" (Avedon, Scholes, 2005; Silzer, Dowel, 2009).

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Others, such as Graddick Weir, refer to "the ability to attract, develop and retain different talents to meet the current and future needs of the organization." Along the same lines, Gerrone defines talent management as "attracting, retaining, developing the right people with the right skills in the right positions" (Scullion, Collins, 2011).

Cappelli defines talent management as the process by which employers anticipate and manage their own need for human capital (Capelli, 2010). Likewise, Lawles emphasizes the importance of attracting the right talents and training them to understand what the organization's expectations are (Ravinder, 2009). They must be continuously developed to build capacity and skills to determine the right talent.

Morton explains how individuals who have the ability to make a significant difference in the company's current and future performance are considered talented (Morton, 2010). Talent management is defined by the following functions:

- analysis of organizational needs in terms of talents;
- identifying and discovering the right talents;
- attracting and recruiting talents in the organization;
- identifying the optimal remuneration for them;
- training and development of experts in the field of talent management;
- evaluation of talent performance;
- building their career plan;
- applying a talent retention strategy in the organization.

Thus, it is a complex process, and each stage of it is very important. For the success of the process it is necessary to observe some basic principles:

- hiring the right people: not only the expert must adhere to the company's culture, but also the company must be the ideal environment for his personal development;
- keeping promises: it is vital for building a lasting professional relationship;
- recognition of merits: appreciation, motivation and rewards at the right time encourage performance;
- a positive work environment: Talents need the ideal conditions for the maximum development of their own potential;
- opportunities for growth: there will always be competition for talented employees, who choose to stay only where they can express themselves and where they can experiment;
- recreational activities: several responsibilities must be accompanied by complementary fun activities (team building, days off, ensuring a recreational space in the organization).

Thus, from the study of the literature in the field, it results that the observance of these principles determines the elaboration of the efficient talent management strategy.

The definition of Silzer and Dowell seems to us the most complete, specifying how talent management is an integrated set of processes, programs and cultural norms in an organization in order to achieve strategic objectives and meet organizational needs (Silzer, Dowell, 2009).

### CONCLUSION

Studying the literature, we see that talent management in organizations has a number of benefits, such as:

- a) competitiveness: because talents are looking for environments conducive to continuous development and with specific strategies for talent development;

b) loyalty of talents: the constant investment in their development determines their maintenance in the organization;

c) contingency: rapid coverage of key positions through the use of internal talent.

We can therefore say that talent management involves an effective combination of performance measurement processes and the strategy used by the organization to retain key people: measuring talent, managing them, and long-term strategies. It is fundamental to combine talent management processes with valid decision support systems (pre-employment evaluation solutions, evaluations for promotion, performance evaluation) and one that correlates all these processes with the company's objectives.