

Chapter 26

The Relevance of Talent Management Efficiency and Its Incremental Impact on Organizational Innovation: A Qualitative Study

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ABSTRACT

The objective of this chapter is to systematize and contextualize relevant theoretical and practical considerations in the dynamics of talent management in a business context, as well as observe the practical implementation in small and medium enterprises in the north of Portugal. Talent management requires the ability to take on each employee's "I's" and their alignment with the organization's "ecosystem," seeking a shared vision, mission, and growth opportunities for the future. Therefore, creativity and constant innovation are crucial aspects to continually push the "comfort zones" through constant challenges, creating positive difference. About the structure of work, which will consist of two parts: The first part is composed by a literature review related to the theme, aiming to gather the most relevant considerations on the subject. In the second, the authors intend to implement a practical study towards management in talented small and medium enterprises in the north of Portugal.

INTRODUCTION

This study intends to contribute with a set of considerations, ideas and attitudes in talent management and its impact on organizational innovation, as well as the understanding of this current and fundamental theme for the continued success of small and medium enterprises in Portugal.

In this way, we propose an in-depth interview with six personalities with responsibility for managing communication, branding and management of companies or organizations such as: Salvato Trigo

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(UFP), Paula Arriscado (Salvador Caetano), Paulo Vilhena (Paulo de Vilhena), Adelino Cunha (I have the Power), José Albuquerque (Auto Sueco), Jorge Sequeira (Team Bulding).

The objective of these interviews is to understand the main reasons that make the talent management in the organizations efficient and which are the relevant aspects in this matter; the dynamics of personal evaluation and its influence in the global communication of the company; the importance of the involvement and performance of the collaborators, personal satisfaction, personal skills for efficient communication, personal strategic communication and innovation in communication. Also included, were topics related to the indicators of success and communicational efficiency, seeking to find relevant ideas in these matters.

To complete the practical perspective of this study, we try to introduce the qualitative elements, the most representative responses of this theme, based on their relevance and meaning in the thinking of the leaders of these organizations today.

PERSONAL AND ORGANIZATIONAL INNOVATION IN TALENT MANAGEMENT

Innovation is one of the most important aspects of business management, such as financial management, talent management, strategic planning, among others. In addition to improving the performance of companies or organizations, by adding competitive advantages at the local and regional level, they contribute greatly to the wealth of nations.

According to Robbins (2008, 80),

These days, perhaps more than ever in the past, the effectiveness of management and leadership depends on the ability to gain the trust of followers. Because? Because in terms of change and instability - such as those that characterize most of today's work environments - people turn to personal relationships for advice, and the quality of those relationships is greatly influenced by confidence levels. In addition, contemporary management practices, such as empowerment and the use of work teams, require good levels of confidence to be effective.

Winning the trust of following the original author's thought," one of the most important aspects of people's leadership, but for this to happen, it is necessary to work continuously towards the joint discovery of creative and innovative solutions to meet expectations and needs of the collective whole and of each collaborator. In the understanding of the following authors, Azevedo & Nascimento (2010, p.25), on the idea of organizational culture regarding innovation understand that:

The intended sense of change also implied some control of the typical characteristics of an organizational culture of innovation ... This meant" keeping creativity, innovation and even taking risks "; Being "creative and innovative," continuing to be "a dynamic and creative organization with greater risk control so as not to compromise sustainability.

According to the author, "the organization is guided by its values, guidelines and traditions, maintaining consistency in standards and procedures to maintain creativity and innovation to control risk and ensure sustainability. According to Kotler (2011, p. 156), the invention of products at present has as ecological and environmental preservation concerns, as described below:

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