


Chapter 12

Talent Revolution: New Challenges in People Management

Dolores Botella-Carrubi

 <https://orcid.org/0000-0002-3947-6490>

*Departamento de Organización de Empresas, Universitat Politècnica de València Camino de vera
Valencia, Spain*

Marta Tudela-Torras

Universidad Católica de Valencia San Vicente Mártir, Spain

ABSTRACT

In recent decades, talent management has undergone a great evolution (McDonnell, Collings, Mellahi & Schulerl, 2017). The increase in employment opportunities, the demographic winter, and the growing demands of the labour force have generated the need for a new model of people management (Collings, Scullion & Vaiman, 2015). This has resulted in companies struggling to acquire the most talented professionals. This chapter studies the revolution talent management has experienced and presents the main challenges in the new people management. Authors offer entrepreneurs and managers useful recommendations for adequate talent management.

INTRODUCTION

Currently, organizations are immersed in an environment called VUCA, Volatility (V), Uncertainty (U), Complexity (C) and Ambiguity (A), a term that characterizes and represents the current business environment (Millar, Groth, & Roos, 2016; Popova, Shynkarenko, Kryvoruchko & Zéman, 2018). VUCA is both a result of innovation and a driver of innovation. It is a scenario in which companies are forced to adapt to the continuous changes that attack their strategic planning and their professional routines. This represents a considerable challenge for talent management.

In reaching the current scenario, talent has evolved significantly during recent decades (McDonnell et al., 2017). A factor that has greatly influenced this evolution is the increase in professional opportunities, which is evident from the current decline in the unemployment rate. Employees, following this improvement in the employment landscape, have begun to demand greater professional development,

DOI: 10.4018/978-1-7998-1169-5.ch012

more autonomy at work and other aspects, which in turn are a consequence of the arrival of new generations in the labour market (Reditt, Gregory & Ro, 2019). This confluence of variables has led to the need to make changes in people management during recent decades (Collings et al., 2015).

Thus, what was previously known as people management, has been renamed International Human Resources Management, and the people carrying out this task as Talent Managers (Cascio & Boudreau, 2016). This management of talent has emerged as a critical element in human resources strategy (Scullion, Collins & Caliguri 2010). Talent managers face new, changing needs and situations. This chapter deals with the evolution that talent management has undergone from the 20th century to the 21st century. The authors present the policies which are most in demand by the professionals of the new generation. Thus, the main contribution of this chapter is to propose the new challenges of people management for the current environment. The authors recommend key measures that company managers need to implement to achieve what is undoubtedly the main competitive advantage at present for value creation: attracting and retaining the professionals with the best talent.

BACKGROUND

The Concept of Talent

Before presenting the evolution of talent management with the turn of the century, the authors consider it appropriate to explore the concept of the term “talent” from the perspective of different authors, in order to be able to construct a definition that is as clear as possible.

Jericó (2001) defines talent as a characteristic of people whose abilities are focused on carrying out actions that improve the organization’s results. In addition, she describes talented professionals as “committed professionals who put their skills into practice to obtain superior results in their environment and organization”. The author presents six types of talent: managerial, commercial, technical, operational, innovative and entrepreneurial. She states that the elements that make it up are capabilities, commitment and action. When she refers to capabilities, she is indicating the set of knowledge, skills, attitudes and competencies that a person develops within an organization. Commitment is the degree to which employees are involved in the company to which they belong, since this involvement depends on professionals contributing their greatest effort to the organization. Thus, it could be said that talent is the sum of capabilities, commitment and action, which are reflected as “I can, I want and I act”.

Csikszentmihalyi & Robinson (2014) provide a similar concept of talent. They affirm that the acquisition of talent depends on motivation, knowledge tools and the generation of habits. People who have talent perform specific functions because they enjoy what they do. Motivation is linked to the concept of passion and emotion. The tools of knowledge provide us with the acquisition and renewal of knowledge related to the functions performed and for which we feel motivated. Finally, habits are the reflection of the actions that are the result of the transfer of knowledge to action, through the generation of behavioural responses that are integrated into behaviour.

When it comes to answering the question of whether talent is something innate or if it can be acquired or learned, there have been diverse contributions.

Jericó (2001) says that talent is the reflection of innate abilities that do not translate into favourable results if there is not sufficient and necessary dedication. This idea is reinforced by Marina (2010), who defines “talent as triumphant intelligence”, where intelligence is linked to the resolution of problems,

19 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/talent-revolution/240371

Related Content

A Critique of Conceptual Frameworks in Gender and Natural Resource Governance

Jeffrey Kurebwa (2022). *International Journal of Social Ecology and Sustainable Development* (pp. 1-13).

www.irma-international.org/article/a-critique-of-conceptual-frameworks-in-gender-and-natural-resource-governance/298329

Value Added Tax Administration and its Implications for Tax Performance

Isaac Okoth Randa (2022). *International Journal of Sustainable Economies Management* (pp. 1-24).

www.irma-international.org/article/value-added-tax-administration-and-its-implications-for-tax-performance/309400

Assessment of the Biogas Technology Potential in Reducing Indoor Air Pollution: A Review Through Cas

Thilivhali Eugene Rasimphi (2019). *Global Perspectives on Air Pollution Prevention and Control System Design* (pp. 239-250).

www.irma-international.org/chapter/assessment-of-the-biogas-technology-potential-in-reducing-indoor-air-pollution/231950

Design Models for Resource Allocation in Cyber-Physical Energy Systems

Prakash Ranganathanand Kendall Nygard (2012). *Sustainable ICTs and Management Systems for Green Computing* (pp. 111-130).

www.irma-international.org/chapter/design-models-resource-allocation-cyber/67381

Pathways of Technological Change: An Epidemiological Approach to Structural Unemployment in the U.S. Service Sector

Jeffrey G. Woods (2014). *International Journal of Social Ecology and Sustainable Development* (pp. 1-11).

www.irma-international.org/article/pathways-of-technological-change/112110