



Talent the Key for Success

Asst. Prof. Ms. Nishigandha P. Deshmukh¹, Asst. Prof. Ms. Smita K. Patil²

^{1,2} N. K.S.P. Trust, Institute of Management, Badnapur, Jalna Maharashtra (India)

Abstract - Taking into account the rapidly changing of the environment nowadays and the necessity of being different between organizations, this paper tries to show how to achieve a sustainable competitive advantage in companies, through talented people using talent management strategies. Here is included all theoretical framework where we will explain our understanding of talent management, talented people and the creativity as a talent. This framework gives us the tools needed to be able to analyze a real talent management strategy. During the analysis we will discover that a talent management strategy has to be fitted with the corporate strategy and with the corporate culture and also, that there are infinite ways to develop the talent management activities, it depends on the organization which develops it. For instance we are going to study two companies, Zerogrey and Google, which are very different between them but both of them have a talent management strategy.

Introduction

The Concept of Talent Management In this part of the research we will give our understanding about what talent management is, which is a relatively new concept but its components have been in Human Resources and Management literature for a long time. Now we want to join all these components to shape a formal definition of the concept. The concept of "Talent Management" stems from the concept of "war for talent", which was first used by a group of McKinsey consultants in 1997. The concept reflects the change that was beginning in Human Resources needs and practices in response to the new competitive and dynamic environment. "War for talent" is a real war which starts between organizations to attract, develop, motivate and retain the talented employees during the 1990's (Collings and Mellahi, 2010). Talent Management concept has been developed during the time; in its first stage, it was a concept only related with the HR practices as recruitment and succession planning. It was a new definition or concept of the HR activities that included the provision of the future need of workers in the company. A second stage of the concept was related with the staff needs and their progression into the organization; here the Talent Management paid more attention to the personal needs of the employees to achieve their welfare. In its third stage or conception the management of talented people was included. The actual meaning of the concept

introduce the idea of key positions in the organization, which have to be identified first and later filled with talented people, the idea is to match the right person with the right job to achieve a superior performance and the motivation of that employee (Collings and Mellahi, 2010). As we can see in the article "Turning into Talent Management" by an unknown author, there are two different conceptions about what is talent management. The first one is an exclusive definition, where the object of the talent management strategy will be only the superior people in the organization. The second one is an inclusive definition, where all employees of the organization are considered talented people and all of them are the object of the Talent Management strategy.

The Objectives of the study

Study contains a number of objectives, some of them more practical and others more academic because, of course, we would like to contribute with our study and our conclusions to the creation of knowledge. And also we want that our project would be useful in the real business world, for this reason, we would like to give practical.

The Employee Performance

The employee performance through a formula where the result of the employee depends on the ability, the motivation and the opportunity of the worker. $P = (A, M, O)$ First of all, the Ability is the employee's potential and the talent and knowledge that the worker has. The variable is accomplished by placing these employees in the pivotal positions which require a wider responsibility and take strategic decisions and also by giving them the opportunity to have a boundary less careers or an organizational career. Lastly, the Motivation is the force, activities and the environment which leads the employee to work voluntarily in a certain direction and also make them feel good with that work and committed to the company. The organizational commitment is achieved when the workers are involved and identified within the organization.

TALENTED PEOPLE

Above we have explained about talent management from the company's management view, it means how the talent management treated talented people and now, we are going to



consider talented people from the employees' view. It means that we would like to explain what talented people is for us, the talents that employees should have to be this kind of people and how they develop these talents during all their life and specifically in the working life.

Which are the Signs of the Talents?

Here, according to Davis et al. (2007), we will draft some features to find talents in the individuals, for this reason companies should look for them to obtain talented people. First, the capability in the role, it means that a person who has this ability can deliver his/her work or activity with superior results in any allocated role. This is the difference between talented and specialized people, because the last one can obtain good results but only in their role, while talented people can obtain superior outcomes in all the roles. Talented people sometimes use a structured approach to solve the problems that could appear in their roles. This approach consists of the nature value of the achievement, the identification of its key points, which sometimes can be organized in a performance matrix. Then, they determinate in a plan how to achieve the solution of problems and finally, they implement the plan.

Self-Actualization

An important concept for the is Maslow's Pyramid of needs, which we have used as a source of psychology. It is a relevant concept for the talent management, because the potential development of individuals is a necessity to accomplish the self-actualization. An organization with talent management strategy helps to their employees to cover that need, for this reason when a firm is planning its talent management strategy has to be aware of that necessity and also it can align employees' interests with company's interest to create added value. It is a theory proposed by Abraham Maslow in his work: A Theory of Human Motivation (1943). Maslow formulated in his theory a hierarchy of human needs and he argues that as the most basic needs met (bottom of the pyramid), human needs and desires develop high (top of the pyramid). The main idea is that the higher needs occupy our attention only when they have satisfied the lower needs of the pyramid. It means that everyone is born with the perceived need to experience self-actualization, which is developed if the individual has satisfied the other needs of the pyramid.

The Educational System

In this part of our research we want to emphasize the link between talent development and the education system. The traditional educational system, both at the school and at the university, was not focus on developing the full potential of

people. This system was very focus on learning theories and concepts rather than developing skills as creativity, oratory, team working and learning by doing, it means that this system created specialized people more than talented people. We know that it is different in the diverse countries.

CREATIVITY

The specific topic that we will research in this part of our thesis is the nurturing of talents as creativity and imagination, exploiting all the potential that people have and they do not develop due to maybe conditions in the company are not suitable, employees do not want to do it or the leader does not know how to achieve it. Conditions such as fluent communication without bureaucracy, flexibility, casual business environment, team work, diversity in teams, dynamic atmosphere, delegation of decision power and so forth. This means that the organization offers plenty of development opportunities to its employees to develop and train their talents. The objective of all of these conditions, is to break with grids of acting and thinking that people develop throughout all their life in the society and to gain the imaginative and creative way of thinking of children and also the self confidence that characterize them.

Creativity Sources

Formerly, it was believed that creativity could come from sources such as the divine inspiration, serendipity, contrived luck or determinism, but nowadays we will use that the creativity comes from the learning processes. Anyway, according to Lumsdaine & Binks (2007), we are going to explain traditional and new sources of creativity in the following lines.

Skills of Creative People

They are curious, because they are always inventing new ways of doing things or solving problems or improving existing products or services. For this, they need to be updated, observing new and traditional trends, comparing them and looking for all the opportunities that they can find in the environment. They are people who have realized that to be successful in a project, firstly they should be passionate in their work, they should take risks so they do not have to be afraid of making mistakes and also, they have to improve it with small and continuous steps. They use the creative thinking to solve conflicts and also they know the importance to acquire and to have this kind of skills to success in the rapidly changing and innovative world in these times (Lumsdaine & Binks, 2007).

The Development of the Talent Pool



The second steep or tasks of the Talent Management Strategy, according to the model of is developing a talent pool. A Talent Pool is a group of high potential and high performing employees who will fill the pivotal positions, to create that, HR professionals have to identify the talented people inside the organization. In addition, not all employees are high performers, so not all employees will be members of the talent pool. It does not mean that the less performers should leave the organization, but they will not occupy any pivotal positions. To look for inside the organization is not enough to generate the talent pool.

RECOMMENDATIONS AND CONCLUSION

Conclusions

The Talent Management Strategy can be done in any organization to obtain a superior performance of employees and thus, to gain a sustainable competitive advantage, which is the main objective of the Talent Management. The way of apply the talent management in the organization can be completely different, because, as we have seen in the analysis, it has to be according to the necessities of the organization. The concept of talent management is very flexible and can be adapted and understood in many different ways to fit in all organizations. It is not only a strategy for big companies

Recommendations

In the conclusion we have summarized where we have focused our thesis, but that is not everything that can be said about talent management, talented people and overall about creativity. the relationship between the creativity and the freedom, the fact that the companies do not know how to find the right talented people that they need and finally, one suggestion for the empirical study. First, our opinion about the relation between the creativity and freedom is that without freedom the creativity is impossible, but that freedom has limits. It means the existence of deadlines, tasks, objectives and so forth in the organization is necessary to start the process of the creativity. Without them a talented person does not have the motivation or the reason to be creative, with this we would like to say that all individuals need a purpose to be creative. Nevertheless, the freedom has to be completely in the way to do or to accomplish the objective; it means the talented person has to be free to get to the end of race, through the way that he or she considers the best one, without rigid steps or routines. Second, we would like to deep into the fact that very often enterprises do not know how to find the correct talented people, because they do not know how to identify firstly, what they need and secondly, they do not know how to look for it. We consider that it could be

possible to link that fact with the high unemployment that all the countries have currently.

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