

Talent, Talent Management & its Practices: A Critical Review

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Abstract: Talent management practices are one of the inspiring aspects in ultra-modern stage's HRM practices. Prevailing conceptual confusions can be observed due to ambiguities in the underlining concepts called "Talent" and "Talent Management". Different global manufacturing and service industries are operating numerous talent management practices. There are two key objectives of this research, and the archival method was adopted by the researchers. The systematic reviewing process has covered empirical research on talent, talent management and talent management practices, which has been published between 1990 and 2019 in academic journals and published books. Based on the "objective approach" talent was defined as the multiplication of three main characteristics of people; competence, commitment and contribution. Based on the 'subjective approach', talent may be exclusive or inclusive or a combination of both. Thus, "Talent" was considered as an elite subset of the organization's population or entire employees of an organization. Talent Management was defined as a collection of functions, practices and activities categorized into talent acquisition, talent development, talent retention, career management and succession management of talent pool and talent generically in implementing the business strategies in fruitful mode. It was identified that, the global manufacturing industries, namely cement manufacturing, steel case manufacturing, coal and mining industry, energy; automotive and service sectors, namely healthcare, hospitality, fast

food service, banking, education, telecommunication and IT services are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing talents. Talent acquisition, talent development, talent retention, career management and succession management are the key identified talent management practices in global contexts.

Keywords: Talent management practices, Talent, Global contexts

Introduction

The concept "Talent Management Practices" is one of the inspiring aspects in ultra-modern stage's Human Resource Management (HRM) practices. Talent management is a "blistering fresh topic" for the Human Resource (HR) practitioners and HR managers in their excessive involvement in organizational HR activities. Effective talent management involves driving of the business goals and objectives successfully while having a rewarding organizational "talent pool". In the world, business entities are trying their level best to hire the people who can be reflected as an asset for them, specifically dealing with the talent management practices (Maurya and Agarwal, 2017). Further, the significance of talent management practices has been extensively accredited by both the scholars and HR practitioners in the world (Bjorkman and Makela, 2013; Hartmann et al., 2010; Thunnissen, 2016; Khoreva et al., 2016). The concept termed "Talent Management Practices" is established

primarily consisting with two significant underlying concepts called “Talent” and “Talent Management”. Nevertheless, prevailing conceptual confusions can be observed throughout the literature, due to having existing ambiguities to the underlining concepts called “Talent” and “Talent Management”. Although the concept of talent management was rising popularity over a decade of period with the debating nature, the construct of talent management had conceptual confusion and there was a severe deficiency of clarity on its definition, the scope and the overall goal (Lewis & Heckman, 2006; Tansley et al., 2007; Gallardo-Gallardo et al., 2013). When it comes to the first underlying concept called, “Talent Management”, an inherent ambiguity to the concept can be observed, because of the insufficient operationalization of the underlying construct called “Talent” (Garrow and Hirsh, 2008; Lewis and Heckman, 2006; Reilly, 2008; Tansley et al., 2007; Gallardo-Gallardo et al., 2013). Though, the concept called “Talent” has not been visibly defined. In evidencing that, in the numerous research articles on talent management (such as, Collings and Mellahi, 2009; O'Reilly and Pfeffer, 2000) and numerous books (such as Cappelli, 2008; Lawler, 2008) the “Talent” as a fundamental construct is taken for approved and hence is not defined openly (Gallardo-Gallardo et al., 2013).

All over the research history HR specialists and academics from numerous regions throughout worldwide discovered the talent management practices related to diverse industries. There is a tendency to be a discrepancy between the intended and actual talent management practices and immensely experienced particularly in Small and Medium Enterprises (SME) of the hospitality industry where there is a lack of resources, time and HR initiatives (Chung and Annunzio-Green, 2018). Currently,

diverse talent management practices are operated by the HR practitioners in different levels. According to Sutherland et al. (2002) in this extremely competitive market, only attracting and recruiting talents to the business establishments are not enough, because there is a high risk of losing them to the competitors, which is reflected as a severe threat to the progress of the organizations. However, every single establishment is practicing numerous set of strategies in ending this challenging condition. Talent management practices are operated in numerous business industries in different manner and different levels. After having a keen exploration of the prevailing literature, it was recognized that, different global manufacturing and service industries are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing talents specifically in achieving the organizational goals and objectives in fruitful mode. For instance, the service sectors namely, healthcare, hospitality, fast food service, banking, education, telecommunication and IT services have been identified of functioning diverse talent management practices. Along with, the manufacturing industries namely, cement manufacturing, steel case manufacturing, coal and mining industry, energy and automotive also have been identified of operating varied industry specific talent management practices in achieving the business goals and objectives in successful manner.

With this view, there are two key objectives in this exploratory study. The first objective is to resolve the existing conceptual confusions to the variable “Talent Management Practices” and to develop the working definitions for the underlining concepts called, “Talent” and “Talent Management”. Afterward, the second objective is to explore the different “Talent

Management Practices” operated in numerous global contexts including both manufacturing and service sectors.

Literature Review

In the talent management exploration history in year 1997, McKinsey and Company, which is a leading consultancy firm in United States of America (USA) coined the term titled “War for Talent” in response to the shortage of the skilled workers in the market place (Chambers et al., 1998). In view of that, the concept called, talent management was initially invented within USA as a finding of McKinsey and Company’s 1997 survey study (Chambers et al., 1998). According to Collings and Mellahi (2009), talent management practices accomplish the necessity for organizations to encounter the future desires specifically for the high-potential organizational human capital. Bjorkman and Makela (2013) revealed that, talent management practices can be defined as the demanding assignments which enlarge the capacity of the organizational high-potential employees in performing the universal leadership roles in future. However, the deficiency of effective talent management practices could lead to unsuccessful assignments and noteworthy financial costs (Yan et al., 2002), or else this leads to high-potential employees organization shying away from the developmental high-risk activities (Bjorkman and Makela, 2013). Numerous research displays that, the business establishments normally practice roughly the convergent, nevertheless divergent, talent management practices (Stahl et al., 2012). Accordingly, although the HR managers are not particularly aware of the talent management terminology, in truth most of them have already “talent management practices” in their place (Valverde et al., 2013). Likewise, the talent management practices are considered as

the priority practices extensively used by many business entities particularly for the development of the high-potential employees (Hartmann et al., 2010; Khoreva and Vaiman, 2015; Thunnissen, 2016; Khoreva et al., 2017). According to Kuvaas (2008) talent management practices may fulfill the needs of high-potential employees and generate the satisfactory attitudes and behaviors which can result in the superior performance. Not only that, but also the organizational talent management practices permit high-potential employees of the organization in becoming more agile, which is required to complete in a modern and unpredictable world of business, as well as to expand the capacity of high potential employees of the organization (Khoreva et al., 2017).

Methodology

In achieving the objectives of the research study, the archival method was adopted by the researchers. Similar methodological approaches were used linked to the field of talent management throughout the prior research history (Gallardo-Gallardo and Thunnissen, 2015; Lewis and Heckman, 2006). Under the archival method the systematic reviewing process has covered the empirical research on talent, talent management, talent management practices and related areas which has been published between 1990 and 2019 in academic journals and published books. The data bases and search engines such as Emerald, Taylor and Francis, Willey Online, Science Direct and Google Scholar have been utilized during the systematic reviewing process. A total of 126 research articles were scrutinized in order to check the applicability of them for the research phenomenon, then 96 research articles were selected and reviewed finally in identifying the three key concepts named, “talent”, “talent management” and “talent management practices”, the scholarly

definitions of each concepts and various currently practicing talent management practices in different global contexts. This research study comprises in identifying the existing conceptual confusions towards the concepts called, “talent”, “talent management” and “talent management practices”, establishing definitions for them, exploring various currently operating talent management practices in different global contexts.

Results and Findings

A. *Resolving the Existing Conceptual Confusions to the Variable “Talent Management Practices”*

The concept named “Talent Management Practices” is established principally consisting with two noteworthy underlying concepts termed “Talent” and “Talent Management”. In the prevailing talent management literature, the concept “talent management” is growing popular among both researchers and practitioners in numerous global contexts. Although the concept of talent management was growing popularity over a decade of time with the debating nature, the construct of talent management had conceptual confusion and there was a severe deficiency of clarity on its definition, the scope and the overall goal (Lewis & Heckman, 2006; Tansley et al., 2007; Gallardo-Gallardo et al., 2013). However, most of the conceptual confusions are prevailing associated to the concept “Talent Management”, because of the ambiguity nature of the underlying concept called, “Talent”. In prevailing literature, the concept called “Talent” has not been clearly defined. In evidencing that, in the numerous research articles on talent management (such as, Collings and Mellahi, 2009; O'Reilly and Pfeffer, 2000) and numerous books (such as Cappelli, 2008; Lawler, 2008) the “Talent” as a fundamental construct is taken for approved and hence is not defined openly

(Gallardo-Gallardo et al., 2013). Moreover, as there are broadly held implied theories on “what is the “Talent”, quite amazingly talent management scholars are exact rarely about what precisely they mean by “Talent” (Barab and Plucker, 2002; Gallardo-Gallardo et al., 2013). Further, there is an insufficient operationalization of the underlying construct called “Talent” (Garrow and Hirsh, 2008; Lewis and Heckman, 2006; Reilly, 2008; Tansley et al., 2007; Gallardo-Gallardo et al., 2013) and accordingly, the conceptual confusions towards the concept “Talent Management” has been risen. Finally, it is more vital in exploring the different schools and philosophies which defined the concept called “Talent” and decisive in discovering the numerous definitions on the concept “Talent” in exactly understanding what is meant by “Talent”. Accordingly, the conceptual confusions regarding the variable called “Talent Management Practices” can be suitably clarified for further development of the concept.

B. *The “Talent” Concept*

The term “talent” was originated long ago throughout the ancient history. According to Tansley (2011) the term “talent”, is around thousands of years old and further specified that, lexicologists have recognized as how it has diverse highly with time, people and locality. The foremost dictionary definition of the term “talent” denotes to “a denomination of weight, which was used by the Assyrians, Babylonians, Greek, Romans, and other prehistoric people in the world” (Tansley, 2011). Subsequently, with the time edge, the “talent” was used as a measure of money. When the talent is used as a measure of money, it denotes to a talent weight of gold or silver. However, the talent became a monetary unit, when the value was endorsed to one talent of silver (Tansley, 2011). The term “talent” was entered to the English Viathe Bible.

Accordingly, in Matthew 25:14, a reference was mentioned as, “a man who, about to go on a journey, entrusts his property to his servants, giving each five talents, two and one respectively “according to his ability” (Tansley, 2011). In the thirteenth century, the term “talent”, was highly focused on “inclination” (the feeling that create an individual to do somewhat) or “disposition” (the natural qualities of an individual’s character) (Gallardo-Gallardo et al., 2013). In the fifteenth century, talent was related to treasure, riches, mental endowment and natural ability (Tansley, 2011; Gallardo-Gallardo et al., 2013). However, when it comes to the seventeenth century, the “talent” was related to a special natural ability or aptitudes and faculties of different kinds such as; mental orders of a superior order, mental power or abilities (Tansley, 2011). Ultimately, in the nineteenth century, the talent was considered as embodied in the talented, henceforth, an individual of talent and capability. Subsequently, with the time frame from the ancient history, the term “talent” and its meaning was developed step by step.

1) *Reviewing “Talent” Definitions:* All the way through the research history, number researchers have provided various definitions for the term “talent” under different perspectives. According to Tansley (2011), there is no any universal definition for the term “talent” in all languages. Gallardo-Gallardo et al. (2013) explored two key approaches for the concept “Talent” namely the objective approach and the subjective approach. According to the objective approach “Talent” is considered as the characteristics of the people or employees such as talent as natural ability, talent as mastery, talent as commitment and talent as fit. In contrast, according to the subjective approach “Talent” is considered as people or employees. Further, under the subjective

approach there are two sub types namely, exclusive vs. inclusive. Under subjective exclusive approach “Talent” is considered as only high performers or high potentials of the organization. Under subjective inclusive approach “Talent” is considered as all the employees of the organization (p. 297). Throughout the research history several scholars have defined the term “Talent” similar to the objective approach which was established by Gallardo-Gallardo et al. (2013). In 2012 Ulrich and Smallwood expressed a holistic view with their definition on “Talent” according to the below equation.

$$\text{Talent} = \text{Competence} * \text{Commitment} * \text{Contribution} \text{ --- (1)}$$

According to the formulation of Ulrich and Smallwood (2012), the competence means that, individuals have the knowledge, skills and values which are required for today and tomorrow. The commitment means that, employees work hard and giving their discretionary energy to the organization's success. The contribution means that, they are making a real contribution through their work finding meaning and purpose in their work. According to Ulrich and Smallwood (2012), competency deals with the head, commitment deals with the hands and feet, finally, the contribution deals with the heart. Further, Silzer and Dowell (2010) also defined “Talent” as the individual’s skills and abilities (talents) and what the person is capable of doing or contributing to the organization (p. 14).

Moreover, a number of scholars have defined the term “Talent” similar to the subjective approach which was established by Gallardo-Gallardo et al. (2013). In early history, Lunn (1992) defined the term “Talent” as an individual who can use their capacity to achieve a near perfect performance (p. 25). On the contrary, Williams (2000) defined the term “Talent” as the employees who have exceptional

abilities and successful in organize the activities or in a specific field. Likewise, according to Michaels et al. in 2001, "Talent" is a code or a word for effective leaders and managers which can support an organization to reach its goals and objectives. Moreover, according to Morton (2004) "Talent" is considered as the individuals, who are capable enough of creating a key transformation to the key functions of the organization. Naim and Lenka (2017) also defined "Talent" as the employees with high potentials or those holding key/pivotal positions, which directly contribute to the superior organizational performances. Axelrod et al. (2001) also defined the term "Talent" which is similar to subjective exclusive approach of Gallardo-Gallardo et al. (2013) which considered high performers. Accordingly, Axelrod et al. (2001) defined the term "Talent" as "the best and the brightest". Similarly, the talent refers to "the best and the brightest" and many organizations adopted the term to refer to their "A level" employees who rank in the top 10 to 20% (Axelrod et al., 2001). According to subjective inclusive approach of Gallardo-Gallardo et al. (2013) "Talent" is considered as all the employees of the organization. Similar to the subjective inclusive approach both Lewis and Heckman (2006) and Silzer and Dowell (2010) defined the term "Talent". According to Lewis and Heckman (2006) "Talent" is essentially a euphemism for "people". They considered all the people of the organization as "Talent" without grouping or selecting a limited number of employees. After few years, according to Silzer and Dowell (2010) "Talent" might refer to the entire employee population.

2) *Working Definition for "Talent"*: The working definition was established in this research study for the term "Talent" based on two definitions of Gallardo-Gallardo et

al. (2013) and Ulrich and Smallwood (2012) as follows;

"There are two key approaches of "Talent". Accordingly, there are two main dimensions; objective approach (characteristics of people) and subjective approach (talent as people). According to the "objective approach" talent is defined as the multiplication of three main characteristics of the people; competence, commitment and contribution. According to the 'subjective approach', talent may be exclusive or inclusive or a combination of both. Accordingly, "Talent" is considered as an elite subset of the organization's population or entire employees of an organization".

C. The "Talent Management" Concept

The concept called, "Talent Management" is one of the greatest inspirational aspects in the ultra-modern era of HRM practices. According to Ashton and Morton (2005), "Talent Management" is beyond a fresh language for long standing HR work, otherwise just the subsequent "hot novel entity" for both HR managers and practitioners. Ever since the emergence of the profession of HR in the business world, numerous identifiers have been employed in describing the duties and responsibilities of the cluster performs from the beginning to present as in different eras such as, personnel management, HRM, strategic HRM and Talent Management (Chuai et al., 2008). In the exploration history of talent management, the first-hand concept of talent management with relevant to the field of HRM was originally invented by the McKinsey and Company in 1997 with the invention of the term called "War for Talent" as a finding of their 1997 study (Chambers et al., 1998). Afterwards, "Talent Management" was continued to be on topmost significance for HR practitioners, HR managers and

consultants. Until then, the term “talent management” was highly manifested as a jargon among the HR practitioners and executives of the organizations in handling the regular HR functions and practices. Though, the concept of talent management is still in its infancy level as a particular field of study, along with even though the present HR practitioner community has enormously recognized the values of the concept (Tansely, 2011). Furthermore, in this current context the academic community also more slow in talking theoretical and practical gaps, with narrow considering field of training and development in HRM (Tansely, 2011). Nevertheless, according to Khoreva et al. (2017) academics and HR practitioners agree that talent management lasts to be one of the top priorities for worldwide organizations, as talent management can represent a basis of sustainable competitive advantage in this extremely dynamic as well as frequently uncertain 21st century global market environment. Moreover, according to Bolander et al. (2017) in the middle of step up global competition, weakening bonds between employers and their employees, as well as the constant shift towards the knowledge based economies, the concept of talent management has become a vital business activity and a critically significant decision making area.

1) *Reviewing “Talent Management” Definitions:* According to Ashton and Morton (2005), visibly there is not a single steady or concise definition for the concept “Talent Management”. After having a keen review regarding the existing literature, numerous definitions have been provided by different scholars on “Talent Management”, which belong to various schools of thoughts.

As the most initial explanations, Schweyer (2004) defined “Talent Management” as encompassing all HR processes,

administration and technologies. It commonly refers to the sourcing, screening, selection, on-boarding, retention, development, deployment and renewal of the workforce with analysis and planning as the adhesive, overarching ingredient. In other words, talent management is what occurs at the nexus of the hiring, development and workforce management processes and can be described alternatively as talent optimization (Schweyer, 2004, p. 38). Accordingly, it is noticeable that, “Talent Management” is apparently similar to a collection of usual HR department functions, practices, activities and specialist areas, as later explained by Lewis and Heckman (2006) in their first thought of definition regarding the concept “Talent Management” in 2006. In the same year, Creelman (2004) exposed “Talent Management” as a mindset. After around one year Duttagupta (2005) defined the concept “Talent Management”, as the strategic management of the flow of talent through an organization. Further, its purpose is to assure that a supply of talent is available to align the right people with the right jobs at the right time based on strategic business objectives (Duttagupta, 2005, p. 2). This explanation is comparable to the third key thought regarding “Talent Management”, later given by Iles et al. in 2010. Hence, Duttagupta’s elaboration is closer to the thought of talent management as organizationally focused competence development through managing flows of talent to the organization with focusing on talent pipelines rather than talent pools.

Society for Human Resources Management (SHRM) also defined the concept “Talent Management” as the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and

aptitude to meet current and future business needs (2006, p. 1). Definition of SHRM (2006) carried the views similar to the first thought of Lewis and Heckman (2006) as the concept of “Talent Management” as a collection of usual HR department functions, practices, activities or else specialist areas for instance recruiting, selection, development, career management and succession management. In 2007, Chartered Institute of Personnel and Development (CIPD) also defined the concept “Talent Management” as the organized attraction, development, deployment and retention of high potential employees who are considered as a certain value for the organization (CIPD, 2007). The definition which is given by CIPD (2007) is analogous with the second thought of definition indicated by Iles et al. (2010). Accordingly, talent management is integrated HRM, however it is specifically focused on a certain cluster of employees who are considered as the “talented employees”.

In year 2006, Lewis and Heckman indicated that, there is a difficulty of identifying the exact meaning of “Talent Management due to the confusion regarding the definitions and terms and so many assumptions made by the authors who composed about Talent Management. The four terms called, “talent management”, “talent strategy”, “succession management”, and “human resource planning” are frequently used interchangeably (Lewis and Heckman, 2006). However, despite of the inauspicious beginning of defining the concept “Talent Management”, three distinctive strains of thought regarding “Talent Management” were evolved in prior literature (Lewis and Heckman, 2006). According to Lewis and Heckman (2006, p. 140), the first thought defines the concept “Talent Management”, as a collection of usual HR department functions, practices, activities or else

specialist areas for instance recruiting, selection, development, career management and succession management (Byham, 2001; Chowanec and Newstrom, 1991; Heinen and O'Neill, 2004; Hilton, 2000; Mercer, 2005; Olsen, 2000). Afterward, according to Lewis and Heckman (2006, p. 140), the second thought focuses primarily on the “talent pool” concept and defines “Talent Management” as a set of processes intended in ensuring a satisfactory flow of employees into jobs throughout the business organization. Finally, according to Lewis and Heckman (2006, p. 140), the third thought focuses on talent generically, that is without concern for organizational boundaries otherwise precise positions. Further, it includes two general views on the concept called, “talent”; talent as an unqualified good and a resource to be managed primarily according to performance levels and talent as an undifferentiated good and emerges from the both the humanistic and demographic perspectives.

In comparable to indicating the key strains of thoughts regarding “Talent Management” by Lewis and Heckman in year 2006, after few years, Iles et al. (2010) also presented their views in three broad strands of thoughts regarding the concept “Talent Management”, but the analysis seems be somewhat different analysis. According to Iles et al. (2010), the identified three broad strands of thoughts regarding the concept “Talent Management” are, talent management as similar to HRM and re-labeling or re-branding exercise of HRM; talent management as integrated HRM with a selective focus upon “talented” employees; talent management as organizationally focused competence development through managing flows of talent to the organization with focusing on talent pipelines rather than talent pools. In time,

Iles et al. (2010) revealed that, "Talent Management" is more than HRM, leadership development initiatives or succession planning. Further, it is the collective approach to recruiting, retaining and developing talent within the organization for its future benefits and extends beyond the domains of including strategy, organizational culture and change management (Iles et al., 2010, p. 181). After seven years of Iles et al. (2010) in year 2017, Tafti et al. defined the concept "Talent Management" as a complete set of processes which is used to identify, employ and manage employees in implementing business strategies in fruitful mode and these processes are categorized into talent acquisition, talent development and talent retention (p. 19).

In the talent management literature, Collings and Mellahi (2009) suggested a fourth perspective, in which talent management is connected with identifying the key positions in the organization rather than the notion in which individuals are central to an organization's sustainable competitive advantage (Boudreau and Ramstad, 2005; Huselid et al., 2005; Nilsson and Ellstrom, 2011). Hence, in year 2009 Collings and Mellahi defined the concept "Talent Management" as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization (p. 305).

By way of an intense review of the prevailing definitions regarding the concept "Talent Management", a particular pool of thoughts has been arisen as talent

management is a collection of usual HR functions, practices and activities, specifically focused upon the areas of recruitment, selection, development, career management and succession management (Schweyer, 2004; SHRM, 2006; Oehley, 2007; Lewis and Heckman, 2006; Tafti et al., 2017). Likewise, another specific pool of thoughts has been arisen regarding the concept of "Talent Management" with precisely concentration upon the "Talent Pool" concept, which concerns only on high potential and high performing employees of the organization (Lewis and Heckman, 2006; CIPD, 2007; Collings and Mellahi, 2009; Iles et al., 2010). Conversely, talent management focuses on talent generically, that is deprived of concern for organizational boundaries otherwise precise positions (Lewis and Heckman, 2006).

2) *Working Definition for "Talent Management"*: The working definition for "Talent Management" was developed based on three significant definitions specified by Lewis and Heckman (2006), SHRM (2006) and Tafti et al. (2017). Accordingly, the developed working definition for the concept "Talent Management" is as follows;

"Talent Management is a collection of functions, practices and activities categorized into talent acquisition, talent development, talent retention, career management and succession management of talent pool and talent generically in implementing the business strategies in fruitful mode".

D. Talent Management Practices in Different Global Contexts

Through this exploratory review it was recognized that, different global manufacturing and service industries are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing

talents specifically in achieving the organizational goals and objectives in fruitful mode. The service sectors namely, healthcare, hospitality, fast food service, banking, education, telecommunication and IT services have been identified of functioning diverse talent management practices in prior literature. Along with, the manufacturing industries namely, cement manufacturing, steel case manufacturing, coal and mining industry, energy and automotive also have been identified of operating varied industry specific talent management practices in achieving the business goals and objectives in successful manner.

Initially, focusing on to the global healthcare service sector, a “model of talent management best practices” which contains six key talent management phases has been explored with enriching the prevailing pool of literature on talent management (Groves, 2011). In view of that, the six talent management phases are establishing the business case for talent management, defining high-potential health care leaders, identifying and codifying high-potential leaders, communicating high-potential designations, developing high-potential leaders as well as evaluating and embedding talent management practices (Groves, 2011). According to the Groves’s (2011) elaborations, specifically focusing on acquiring, identifying, developing and retaining of the high-potential leaders is merely inherent to the global health care service sector.

Afterward, the hospitality sector especially SMEs in UK operate four main industry specific talent management practices in winning the war for talent in fruitful manner (Chung and Annunzio-Green, 2018). Consequently, implementation of the inclusive approach, making strategies for growing within the organization itself, cultivating the emotional connection and

managing the alumni networks are considered as the four vital talent management practices functioned in the hospitality service sector, UK. Difference from other industries, due to the industry specific nature of the hospitality industry ad hoc talent management practices are commonly implemented, which is extremely influenced by daily business pressures (Chung and Annunzio-Green, 2018). Particularly, in accomplishing the service excellence, the firms of the hospitality industry host talent management practices with concentrating attracting new talents, developing existing talent, retaining talents while improving the organizational performances (Chung and Annunzio-Green, 2018). Sinclair-Maragh et al. (2017) discovered the vital prevailing talent management practices operated in the fast food service of Jamaica. Accordingly, the explored talent management practices are training and skill development, cross training and succession planning which are currently operated in the Jamaica fast food service entities (Sinclair-Maragh et al., 2017).

Once focusing on the educational service sector, investigation about the operated talent management practices is concentrated only for very fewer number of research in the pool of talent management literature. In year 2015, Rudhumbu and Maphosa discovered the talent management practices functioned in higher educational sector in Bostwana. The only responsible talent management practice which is functioned in the selected public business schools in Upper Egypt is the unbiased systematic mechanisms in recruiting the academic staff by “appointing the first in rank in the graduating class” (Mousa and Ayoubi, 2019). Accordingly, it is vibrant that, Egyptian higher educational sector specifically focuses only on the talent recruitment instead of talent development

and talent retaining, which are key steps in the talent management process.

Guerci and Solari (2012) explored the managerial practices executed for managing talents through their exploratory case studies, while focusing on banking industry in Italy. Hence, five key talent management practices namely, training and development, career planning, performance assessment and management, offering non-monetary benefits for talents as well as measuring the employee satisfaction have been identified related to the banking sector in Italy. Accordingly, the under the talent management practice called training and development, Italian banking sector implements different training and development strategies in different levels of quantity and quality, specifically for the employees who are in the organizational talent pool. Moreover, under the talent management practice called measuring the employee satisfaction, particularly Italian banking sector provides a specific employee satisfaction scheme.

Afterward, once focusing on the global manufacturing industry, different manufacturing industries such as cement manufacturing industry, steel case manufacturing industry, coal and mining industry, energy and automotive manufacturing industry are presently operating various talent management practices in managing their organizational talents. In early time, Piansoongnern et al. (2011) explored diverse talent management practices functioned in the cement manufacturing industry, Thailand. Thus, five main talent management

practices which are identical to the traditional HR processes have been explored namely, talent recruitment, talent screening, talent identification, talent training and development and talent retention. With focusing specially on the Malaysian Steelcase manufacturing industry, Othman and Sumardi (2014) discovered the existing talent management practices operated in the industry. The prevailing talent management practices at Steelcase manufacturing, Malaysia is integrated into the Steelcase's global system (Othman and Sumardi, 2014). Maurya and Agarwal (2018) explored the prevailing talent management practices operated in the coal and mining industry, India through their exploratory study. Based on the results of the multicollinearity test performed in the research, Maurya and Agarwal (2018) concluded that, among the eight dimensions of organizational talent management practices for the current sample of 197 Indian coal and mining industry middle managerial and executive employees' population, the most parsimonious sub variables namely, remuneration and reward fairly, attracting and recruiting talent and managing work-life balance have emerged as the significant factors which play a vital role in determining the perceived employer branding in comparison with other talent management practices.

In conclusion, the prevailing talent management practices explored throughout the time line related to the numerous global manufacturing and service industries are descriptively revealed below (Table 2.6).

Table 2. Different talent management practices explored throughout the literature

Author & Year	Context	Identified Talent Management Practices
Oehley (2007)	ICT industry, South Africa	<ol style="list-style-type: none"> 1) Displaying a talent management mindset 2) Attracting and recruiting talent 3) Identifying and differentiating talented employees 4) Developing others 5) Building and maintaining a relationship 6) Providing meaningful and challenging work 7) Remuneration and reward fairly 8) Managing work-life balance
Groves (2011)	Global healthcare industry	<ol style="list-style-type: none"> 1) Establishing the business case for talent management 2) Defining high-potential health care leaders 3) Identifying and codifying high-potential leaders 4) Communicating high-potential designations 5) Developing high-potential leaders 6) Evaluating and embedding talent management practices
Sumardi and Othman (2011)	Telekom Berhad, Malaysia	<p>Talent management process with four stages;</p> <ol style="list-style-type: none"> 1) Talent Spotting (E.g.: performance management system) 2) Talent Assessment and Endorsement (E.g.: Leadership Potential Inventory (LPI)) 3) Formulation of Individual Development Plan (E.g.: 70:20:10 model) 4) Readiness Level Assessment (E.g.: Talent pool)
Piansoongnern et al. (2011)	Cement manufacturing industry, Thailand	<ol style="list-style-type: none"> 1) Talent recruitment: Campus recruitment 2) Talent screening: Career Camp mechanism 3) Talent identification: Classified into four key levels; star, youngster, performer, need improvement 4) Talent training and development: in-house training, institutional training, Management Development Committee (MDC) 5) Talent retention: performance based pay, career development, give before demand
Chapke (2011)	IT industry, India	<ol style="list-style-type: none"> 1) Talent attraction 2) Talent retention 3) Training and development 4) Corporate culture 5) Internal and external communication 6) Collaboration with the academia and universities
Othman and Sumardi (2014)	Steelcase manufacturing industry, Malaysia	<ol style="list-style-type: none"> 1) Measurable annual performance plan 2) Succession management consist of five steps: examining key strategic issues, identifying pivotal roles, conducting talent reviews, identifying candidates for leadership pipeline and talent development

Latukha and Selivanovskikh (2016)	IT Industry, Russia	<ol style="list-style-type: none"> 1) Attracting talents: hunting of interns and graduated from leading IT universities, IT champion winners and hi-tech forums 2) Talent selection through special tracks with partner universities” and “IT specific events 3) Talent development: own corporate universities, institutional partnerships with universities
	IT Industry, India	<ol style="list-style-type: none"> 1) Attracting talents: hunting of interns and graduated from leading IT universities, IT champion winners and hi-tech forums 2) Talent development: own corporate universities, institutional partnerships with universities 3) Talent retention: work place diversity 4) Social programmes: job security, health care, maternity leave, inclusive programmes for employees’ families 5) Special compensation package for talents
	IT Industry, China	<ol style="list-style-type: none"> 1) Attracting talents: hunting of interns and graduated from leading IT universities, IT champion winners and hi-tech forums 2) Talent development: institutional partnerships with universities, sending the best employees to foreign universities. 3) Talent retention: work place diversity 4) Social programmes: job security, health care, maternity leave, inclusive programmes for employees’ families 5) Special compensation package for talents
Naim and Lenka (2017)	IT industry, India	<ol style="list-style-type: none"> 1) Recruitment 2) Talent Development 3) Knowledge Management 4) Performance Management 5) Rewards And Recognition 6) Social Media
Bolander et al. (2017)	Different industries, Sweden	<ol style="list-style-type: none"> 1) Recruitment 2) Talent identification 3) Talent development 4) Career management and succession planning 5) Retention management
Maurya and Agarwal (2018)	Coal and mining industry, India	<ol style="list-style-type: none"> 1) Remuneration and reward fairly 2) Attracting and recruiting talent 3) Managing work-life balance

Source: Developed by the researcher based on the literature.

Discussion and Conclusion

This research study anticipates in resolving the conceptual ambiguities of the underlying concepts called, “Talent” and

“Talent Management”. Further, the research antedates in establishing the working definitions for the key terms named, “Talent” and “Talent Management”. Based on the “objective approach” talent

can be defined as the multiplication of three main characteristics of people; competence, commitment and contribution. Based on the ‘subjective approach’, talent may be exclusive or inclusive or a combination of both. Thus, “Talent” was considered as an elite subset of the organization’s population or entire employees of an organization. Talent Management can be defined as a collection of functions, practices and activities categorized into talent acquisition, talent development, talent retention, career management and succession management of talent pool and talent generically in implementing the business strategies in fruitful mode. The global manufacturing industries namely, cement manufacturing, steel case manufacturing, coal and mining industry, energy, automotive and service sectors namely, healthcare, hospitality, fast food service, banking, education, telecommunication and IT services are operating numerous talent management practices in attracting, acquiring, developing and retaining high performing talents. Talent acquisition, talent development, talent retention, career management and succession management are the key identified talent management practices in global contexts.

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