

Methodology of Introduction and Utilization of Talent Management in the Organization

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Abstract

The desire of every organization is to achieve predetermined objectives and successfully accomplish its tasks. A key element in the fulfilment of objectives stated in advance and achieving the organization's required performance efficiency are human resources, primarily talented individuals. These employees contribute, to a large extent, to the implementation of strategy and the organization's economic goals. Therefore, there is a need for the organization to pay an increased attention to them, concentrate on complex and systematic work with them and applies the system of talent management within the organization. Despite the proven benefits of talent management, the fear of its time and organizational performance often result that in the end organizations will not apply talent management in spite of making a decision on the implementation of this approach. The aim of this article is to introduce the methodology of implementation and utilization of talent management in the organization as an instrument for the implementation of this approach in practice. To meet the target of this article the analytic-synthetic cognitive process was used. By the method of synthesis from the known knowledge of this approach, a mind map of talent management was created. On its basis, practically usable and into steps structured methodology for the implementation and utilization of talent management in the organization was made by means of the methods of induction and deduction.

Keywords: talent management, mind map, methodology, practice

Introduction

The system of talent management consists of several areas, and of a number of interconnected partial activities. Its complex application, both introduction of its use and the actual implementation of all its processes in everyday functioning of the organization is certainly time-consuming and organizationally demanding (Cannon and McGee 2007). Despite the demonstrable benefits of talent management this 'fear' of time and organizational performance

often results that in the end organizations will not apply talent management in spite of making a decision on the implementation of this approach in case they have a sufficient amount of financial and other means and also further prerequisites of the implementation and utilization are met. This fact was confirmed by the survey of talent management use by organizations in one of Czech Republic's regions, in organizations of the Moravian-Silesian Region, where as the reason for failure to use talent management in some of organizations stated organizational demands of the application of this approach in practice (Horváthová and Mikušová 2011). Some kind of instructions or a method used by organizations for this approach of practically putting into practice and a consequent use of all its benefits for the organization would certainly help organizations to overcome this barrier.

The **methodology of the introduction and utilization of talent management in the organization** might serve as such suitable instrument, instructions, or a certain aid for practical materialization of that approach. And the description of such methodology and its use is the objective of this article.

Materials and Methodology

In the first phase, a mind map of talent management in the organization was created by the method of synthesis from the known knowledge of the talent management. Such a mind map allows us to look at talent management issues from all angles, to identify its structure, not only to give us an idea of all sub-areas and the various activities of this systematic approach but also of the procedure of their implementation, their complexity and interdependence.

A **talent management mind map in the organization** depicts talent management as a complex of six basic areas. Each of these areas is further dividing into activities when the individual activities included for example in the "Basic concepts of talent management" area are "Talent" and "Talent management". Only in one case, which is the "Talent management processes" area, the area is divided into **sub-areas** and these further into **activities** where the individual activities of the "Acquisition" sub-area are "Key roles", "The need and resources of talents", "Key competences", "Performance" etc. (see Diagram 1).

In the second phase, this schematic illustration of a logical sequence, continuity and interconnection of areas, sub-areas and also activities of talent management in the form of mind map was used as the basis for a proposal of the **methodology of introduction and utilization of talent management** by the application of methods of induction and deduction.

Results

A form of the created methodology of introduction and utilization of talent management in the organization is based on the structure of a talent management mind map. Its particular steps "copy" a logical sequence of partial

areas and sub-areas of that approach as well as their particular activities. The methodology was devised in such a way so that its structure and contents would offer the organization that decided on talent management introduction and use as precise as possible **directions** for steps of implementation as well as for a consequent implementation of this complex and systematic approach to work with talented individuals.

After the summary of **methodology** of the introduction and utilization of talent management in the organization which is given in Table 1, the detailed description of some (due to the limited scope of the article) **areas** and possibly **sub-areas** and **activities** will follow. Description of remaining areas and activities can be found in the publication HORVÁTHOVÁ, Petra. Talent management. Praha: Wolters Kluwer ČR, 2011. ISBN 978-80-7357-665-3.

Area 1 Basics concepts of talent management

The main objective of any organization that will decide to pay attention to systematic work with talents is defining not only its own conception of talent management but in particular who will actually be considered as talent and into which groups of their employees it will look for talents (Berger and Berger 2003).

Activity: Talent

There are quite a number of definitions relating to the concept of talent, the most common one describes a talented individual as a person who gives both a high performance and shows a high potential (Cannon and McGee 2007). Similarly, there are several views on how to and in which groups of employees to search for talent. Organizations may identify their talents only among employees holding managerial positions or also among specialists or only among specialists or among all employees (Goldsmith and Carter 2010). To ensure that with regard to achieving organization's business objectives, the organization devotes its effort to the "right" talent it is necessary regularly to review the definition of the talent in the organization.

Objective:	Definition of a talent
Benefits:	Understanding of the definition of talent in the organization.
Realization:	Introductory (preparatory) stage of talent management application in the organization.
Participating roles: ¹	Top management of the organization. ²
Materials needed: ³	None.

¹This is not a list of all participating roles, only mentioning the main ones.

²Most often CEOs and directors of functional areas (HR director, production and technical director, financial one, etc.).

³This is not a list of all materials needed, only of the main ones.

Activity: Talent management

Talent management is mostly perceived as a system of acquisition, retention, and developments of talents, as a process by which the organization identifies, leads and develops its employees at present and for the future (Cannon and McGee 2007).

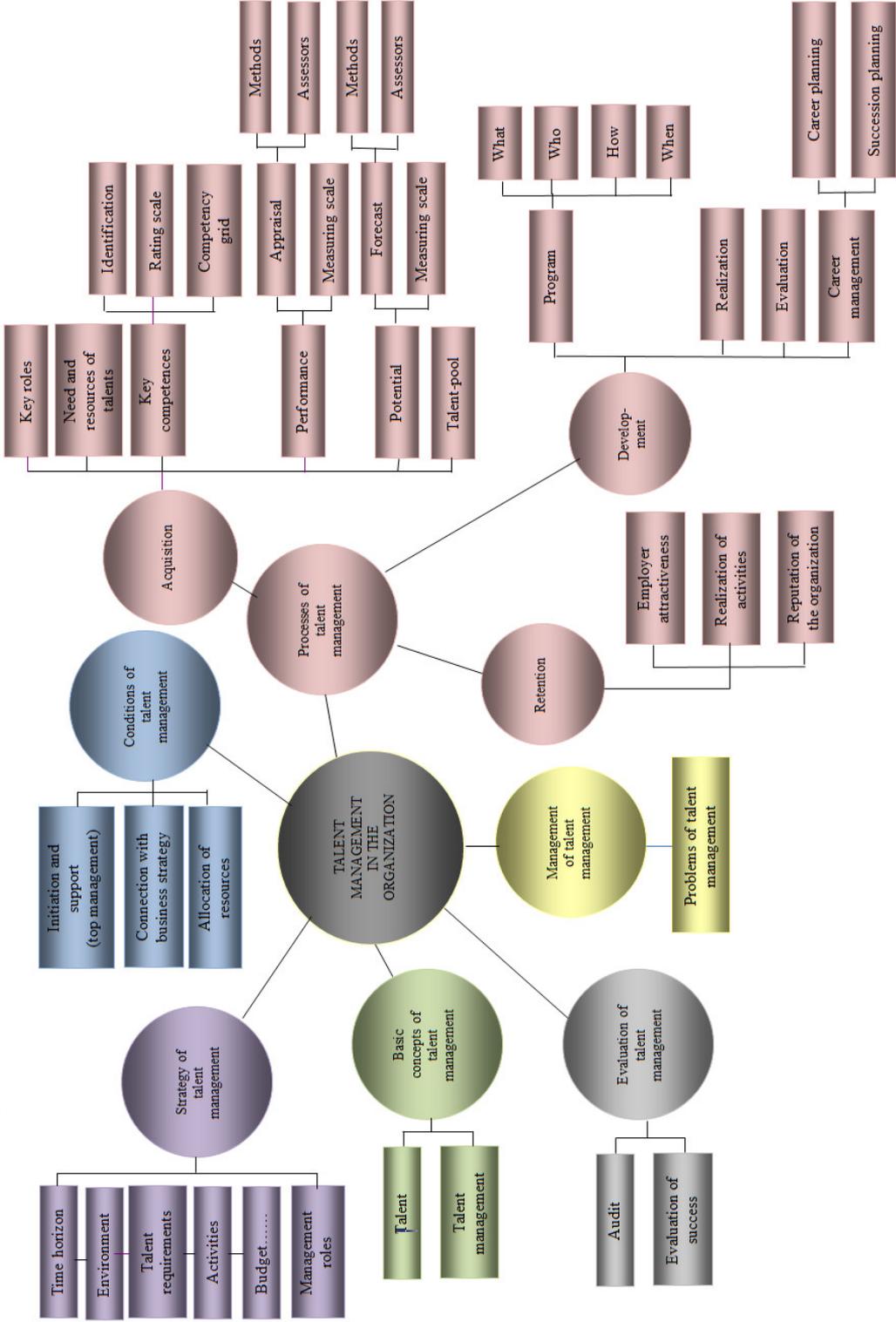
Objective:	Form of work with talented employees design.
Benefits:	Activities constituting the talent management system identification.
Realization:	Introductory (preparatory) stage of talent management application in the organization.
Participating roles:	Top management of the organization.
Materials needed:	Budgets.

Tab.1: The summary of methodology of the introduction and utilization of talent management in the organization (own processing)

No.	Area	Sub-area	Activities
1	Basic concepts of talent management		Talent Talent management
2	Strategy of talent management		Time horizon
			Environment
			Talent requirements
			Activities
			Budget
			Management roles
3	Conditions of talent management		Initiation and support (top management)
			Connection with business strategy
			Allocation of resources
4	Processes of talent management	Acquisition	Key roles
			Need and resources of talents
			Key competences
			Performance
			Potential
			Talent-pool
		Development	Program
			Realization
			Evaluation
		Retention	Career management
			Employer attractiveness
			Realization of activities
5	Management of talent management		Reputation of the organization
			Problems of talent management
6	Evaluation of talent management		Audit
			Evaluation of success

Source: Own processing

Pic. 1: Talent management mind map



Area 2 Strategy of talent management

A prerequisite to the efficient working of talent management in the organization is its initiation and support not only a declaration of understanding talent management as one of organization's priorities but also providing a commitment of time investments and a real involvement in the implementation of this approach by the organization's top management and its interrelation with the organization's business strategy. In order to use time and other resources as efficiently as possible a strategy of talent management should be developed in the organization (Mathis and Jackson 2008).

Activities: Time horizon, Environment, Talent requirements, Activities, Budget

Talent management strategy takes the form of a document organized into several sections; each section addresses the certain specific key issue such as e.g. a time horizon of talent management system application, the environmental impact, demands for talents, talent management activities, budget and so on.

Objective:	Specification of expectations and demands made on all individuals taking part in the implementation of talent management strategy.
Benefits:	Determination of individuals' responsibility and demands made on them in putting talent management strategy into effect.
Realization:	Initial stage of talent management application strategy creation.
Participating roles:	Top management of the organization.
Materials needed:	Descriptions and specifications of job roles. Talent management strategy.

Area 3 Conditions of talent management

If the introduction and use of the talent management system in the organization is to be beneficial then it requires from the top management not only a declaration of understanding talent management as one of organization's priorities but also providing a commitment of time investments and a real involvement in the implementation of this approach. In order to use time and other resources as efficiently as possible a strategy of talent management should be developed in the organization (Cannon and McGee 2007).

Activity: Initiation and support

Initiation and support of talent management by a management team is one of key criteria for achieving talent management success. Programs in the field of talents supported by the top management are usually more successful. By acting as an example, managers demonstrate a support and define what is important for their organization.

Objective:	Declaration of talent management as a priority in the organization.
Benefit:	Fulfilment of condition for successful implementation of talent management.
Realization:	Introductory (preparatory) stage of talent management application in the organization.
Participating roles:	Top management of the organization.
Materials needed:	None.

Activity: Linking with business strategy

The efficient work with talent is based on building talent management strategy that will be in line with the organization's philosophy and business strategy. Only from that strategy and through the strategy of human resources management the key decisions can originate suggesting whether and which activities of talent management should be implemented (Horváthová and Durdová 2010).

Objective:	Linking talent management strategy with business strategy of the organization.
Benefits:	Fulfilment of condition for successful implementation of talent management.
Realization:	Introductory (preparatory) stage of talent management application in the organization.
Participating roles:	Top management of the organization. Talent manager.
Materials needed:	Business strategy. Talent management strategy.

Activity: Allocation of sources

The organization that will decide on the introduction and use of talent management strategy has to earmark a required quantity of resources for this pre-designed activity and this concerns not only the funds. It is necessary to answer a question how large and how structured a budget for talent management will be.

Objective:	Ensuring resources for talent management application.
Benefits:	Specification of resources needed for the application of talent management. Determination of the amount and structure of the budget for the application of talent management.
Realization:	Introductory (preparatory) stage of talent management application in the organization.
Participating roles:	Top management of the organization. Financial director.
Materials needed:	Business strategy. Talent management strategy. Budgets.

Area 4 Processes of talent management

Talent management as a systematic and complex approach to work with talented individuals consists of three basic processes – acquisition, development and retention of talents. Each of these processes includes in itself quite a number of related activities (Horváthová 2010).

Sub-area: Acquisition

First, the organization has to identify key roles, to assess whether there are employees with key competences who will be needed in the future in dependency on business strategy. As long as there are not sufficient existing resources in the organization then it has to find these talents either from internal resources or from external resources (Horváthová and Mikušová 2011).

Activity: Key roles

The key roles are such positions in the organization which, if they are not filled, may seriously disturb the working of the organization as these roles are the most crucial for achieving its success. It is not only a need to identify these key roles, but also individuals suitable for holding these roles. Consequently, succession planning is aimed at planning to meet the need of having employees in these key roles (Goldsmith and Carter 2010).

Objective:	Key roles identification in the organization.
Benefits:	Identification of roles to which attention should be paid in succession planning. Identification of roles to which the attention does not have to be paid in succession planning.
Realization:	Introductory stage of talent acquisition process. Part of the process of succession planning.
Participating roles:	Top management of the organization.
Materials needed:	Organizational chart. Descriptions and specifications of job roles.

Activity: Need and resources of talent

If the organization has not got sufficient existing resources then it has to find these talents. It may identify talents among its present employees, from internal resources or obtain them from external resources, from the labour market, by their transferring from competitive firms, from other branches, among students, graduates, by searching for talents among holders of research fellowships, by direct addressing of suitable individuals, and so on (Koubek 2007).

Objective:	Determination the need of talents and their coverage.
Benefits:	Creating the plan of the need of talents and possibilities of its coverage.
Realization:	Introductory stage of talent management acquisition.
Participating roles:	Top management of the organization. Talent manager.
Materials needed:	Business strategy. Key roles. Performance evaluation and potential forecast.

Activity: Key competences → Identification, Rating scale, Competency grid

An organization has to identify its key competences, which are competences crucial for the success of every employee and thus of the whole organization.

There are several ways to identify these key competences. Each of key competences is judged (scored) in dependency on its relative contribution to the organization and the rating scale is created for that purpose. To each position in the company is then assigned a level of competence necessary for performing the job. Subsequently, a competency grid is created – for each position in the organization the level of all key competences is determined.

Objective:	Identification of key competences. Determining the rating scale. Competency grid creation.
Benefits:	Determination of key competences needed to ensure organization's success in the future. Evaluation of individual levels of competences according to benefits for the organization. Determination of levels of all competences for each position in the organization.
Realization:	Introductory stage of talent management acquisition.
Participating roles:	Top management of the organization. Direct supervisors.
Materials needed:	Business strategy. Key roles. Organization scheme. List of competences. Descriptions and specifications of the job roles. Performance evaluation and potential forecast.

Note: In the same way all remaining areas, sub-areas and activities are included in the methodology of implementation and utilization of talent management. As mentioned above, due to the limited extent of the article only some of them are described.

Discussion

A complex and systematic approach to work with talented individuals, the system of talent management consists of several areas and of quite a number of interconnected partial activities. A mind map of talent management compiled by the author of this article gives an idea of all individual areas and various activities of this approach, of the procedure of their implementation, their mentioned complexity and interdependence of these areas and activities. It enables us to look at talent management issues from all sorts of angles, to learn its structure.

The author of this article used this mind map of talent management in the organization as a starting point for developing the methodology of introduction and utilization of talent management in the organization. The methodology is in the form of schematic representation and description of each area, sub-areas and activities including the indication of the goal, benefits of the certain activity and the period of its putting into practice. Moreover, major (not all) involved roles are specified for every activity as well as major materials (again not all) needed for putting a certain activity into practice.

A concrete form of talent management application will always depend on an organization's specific situation – on the level of human resources management, on the amount of sources, on the approach and involvement of not only organization's management but also of all its employees, whether to use or not to use all ideas and practices of the methodology or whether it will

implement further sub-steps. A similar situation arises in case of determining the times for performing each activity or a horizon of complex implementation of talent management in the organization – it is not possible exactly to determine either of them. Benefits resulting from the appropriate implementation and realization of talent management may be delayed for several years. Even so, the application of talent management will pay off. Organizations that do not use talent management should certainly consider the use of that approach (Horváthová and Davidová 2011).

Conclusion

For its demonstrable benefits, organizations should increasingly use the talent management system. Management of a number of organizations would welcome the use of talent management, but fear of certain financial, personnel and organizational demands prevent them from doing it. The presented methodology of introduction and utilization of talent management in the organization could become the instrument for overcoming this "barrier".

The approach to the talent management use in human resources management has been carefully verified by practice abroad, organizations consider it as a valid, credible, and useful instrument of systematic work with talented individuals (Kinley and Ben-Hur 2013). They really apply this system to the management of their human resources. For example, the results of the survey 2010 State of Talent Management carried out by the world's largest association of experts in the area of talent management by the New Talent Management Network in January 2010 can serve as proof. The system of talent management was implemented and is successfully used in 67% of respondents participating in the survey.

There is no doubt that talent management should be certainly applied also in our conditions. Beliefs can be expressed that in the near future the level of our experts' work – human resources experts will approach the standard level of work of human resources experts in advanced economies and the system of talent management will become the integral part and the essential link of instrumentation in the field of human resources management in most Czech organizations.

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Metodika zavedení a využívání talent managementu v organizaci

Přáním každé organizace je dosáhnout předem stanovených cílů, úspěšně splnit své úkoly. Klíčovým prvkem při plnění předem stanovených cílů, dosahování požadované výkonnosti organizace, jsou lidské zdroje, zejména talentovaní jednotlivci. Tito zaměstnanci velkou měrou přispívají k realizaci strategie a ekonomických cílů organizace, je tedy potřeba, aby jim organizace věnovala zvýšenou pozornost, aby se věnovala komplexní a systematické práci s nimi, aby byl v organizaci uplatňován systém talent managementu. Přes prokazatelné přínosy talent managementu velmi často vede obava z jeho časové i organizační náročnosti k tomu, že talent management, i přes rozhodnutí o realizaci tohoto přístupu, organizace nakonec neaplikují. Cílem článku je představit metodiku zavedení a využívání talent managementu v organizaci jako vhodného nástroje pro realizaci tohoto přístupu v praxi. Pro splnění cíle článku byl využit analyticko-syntetický poznávací postup. Metodou syntézy byla ze známých poznatků o tomto přístupu vytvořena myšlenková mapa talent managementu, z ní pak za použití metod indukce a dedukce byla vytvořena prakticky využitelná, do jednotlivých kroků strukturovaná, metodika zavedení a využívání talent managementu v organizaci.

Klíčová slova: talent management, myšlenková mapa, metodika

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