

Talent Pool: A Main Factor to Success

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Abstract

Human resources departments should not only solve specific problems, but also must ensure the success of the organizations in facing potential challenges of the future. One of these challenges is the demand for qualified and talented staff. Talent pool and talent management from countries and organizations have been targeted, and researchers have also proven that finding talented people, as one of the world's most valuable products, has been very difficult. In many organizations, the talent pool is showing imminent signs of drying up. Surprisingly large numbers of talented employees are intending to leave or have already left, threatening organizations' viability to achieve both short-term and long-term strategic goals. Talent pool is a group of people ready for responsibilities. People who are placed in a talent pool may appear with various abilities. An approach is that managers are asked to evaluate and select individuals. Another approach is using objective assessment methods such as multilateral evaluation to identify individuals who likely would be useful for future responsibilities. Also, talent management has been major priority for many organizations and success of today's organizations directly linked with used talents. Expanding the talent pool requires looking at the talent that is available and identifying comparable skills that will meet business needs.

Keywords: TALENT, TALENTPOOL, TALENT MANAGEMENT

1. Introduction

Role of organizations are inevitable to improve any country and success of any country depends on its organizational success (Moayeri, 2002). The changing nature of work, with reorganization, increased work load, technical development and insecure employment, is suggested to cause deteriorating health among employees. People fall ill, decrease their work performance and motivation, become more dissatisfied, or change jobs. These are not

only consequences that affect the employees; they also affect the companies as well as society (Karlsson, 2010).

So, in the modern, globally-competitive environment, the need for substantial changes is always felt (Beheshtifar&Ziaadini, 2012), and human resource (HR) is the most important capital in any organization (Hoseinian, et al., 2007). It is one of those capital resources of an organization and it act as a sheer source of competitive advantage which is inimitable (Mosadeghrad, 2003).

However, human resources departments should not only solve specific problems, but also must ensure the success of the organizations in facing potential challenges of the future. One of these challenges is the demand for qualified and talented staff (Porkiani, et al. 2010). In the other word, organizations are facing a lack of internal executive talent. This is mainly due to the failure of traditional succession planning, which focuses on identifying rather than developing future leaders.

Talent acquisition, retention and management became a key expression (challenge) in global business (Schuler, et al. 2010). Talent pool and talent management from countries and organizations have been targeted, and economists have also proven that finding talented people, as one of the world's most valuable products, has been very difficult. Studies show that the concept of talent for any organization is unique (Lutbish& Smith, 2007). In part, threats to the sustainability of an organization's talent pool can be blamed on the recession. With nearly 80% of employees reporting that their workloads have grown in the wake of layoffs, trust had eroded, and many are increasingly discontented, disengaged and prepared to head for greener pastures once new opportunities present themselves. Yet this impending retention crisis may also be attributed to long-term trends in the world of work that go well beyond any particular turn in the economy (Lowsky, 2010).

Also, while the number of people available to work has increased, the size of the talent pool has essentially remained the same. That is because regardless of the number of people applying for jobs, the distribution of average, good and great candidates in the talent pool remains unchanged (International Labor Office, 2009).

Although the various studies try to identify the key factors of organizational success (Magd, et al. 2007), many studies conform to develop talent pool as a successful factor.

2. Concept of talent

Based on experience gained, talent is defined, and through the ability to learn skills that will prove the person comes on complex tasks (Brusman, 2001). Talent has been described as consisting of ‘those individuals who can make a positive impact on organizational performance either through their immediate contribution or in the longer term by demonstrating the highest levels of potential (CIPD, 2008).

McDonnell et al (2010) describe talent in different way. They argue that at the heart of talent management lie those employees whose contribution to corporate objectives is evident (Uusi-Autti, 2011). So, talent can be considered as a complex combination of skills, knowledge, cognitive ability, and potential employees. Based on high-performance and high ability, talent is defined, and organizations set their priorities based on these two dimensions: some organizations have more emphasis on talent diagnosed in talent management programs, whereas some talent management approaches are associated with identification, tracing and keeping the best individuals. By examining the structure of talent, its strategies can be summarized in the following:

1. Defining the framework of capabilities associated with the organization development for top/middle managers;
2. Deep talent evaluation based on framework of capabilities for existing staff and new recruits; and
3. Identifying vital positions according to organization strategies (Sharma & Bhatnagar, 2009).

3. Talent Pool

As the world becomes a smaller place and as companies continue to expand their global footprint, the need for a global approach to talent acquisition and the ability to access quality local talent is a key success criterion.

In many organizations worldwide, the talent pool is showing imminent signs of drying up. Surprisingly large numbers of talented employees are intending to leave or have already left, threatening organizations’ viability to achieve both short-term and long-term strategic goals (Lowsky, 2010).

Boudreau and Ramstad (2005) discuss a logic that can be applied to the formation of talent pools. When they write about talent pools they mean for example jobs, roles or competencies in an organization where a 20% increase in quality or availability would make the biggest difference to organizational success (p. 129). They name these pools “pivotal talent

pools” which according to the authors should be the focus of attention for HR and other leaders.

Talent pools of corporations are focused toward high potential and high performing individuals of an organization (Uusi-Autti, 2011). Talent pool is a group of people ready for responsibilities. People who are placed in a talent pool may appear with various abilities. An approach is that managers are asked to evaluate and select individuals. Another approach is using objective assessment methods such as multilateral evaluation to identify individuals who likely would be useful for future responsibilities (Rothwell, 2006).

Developed talent pool is introduced to replace traditional succession planning. In this system, managers don't worry about who helps them. CEOs, regardless of daily work have more time to track skills of pool members—that is, develop future's managers. The size of developed talent pool depends on the number of executive position, and the ability of an organization to develop. In an average organization, there may be one pool, but in large organizations may be two pools- one in the senior management levels and the other in middle management levels. Number of pools often reflects the organizing of organization (Byham, 2001).

Building critical-talent pools calls for organizations to answer specific questions:

- How do we identify critical positions and the competencies they require?
- Can we identify which employees have the right competencies, past experiences, and aspirations to fill critical positions? How can we keep this information current? How can we efficiently identify people in candidate pools who have the right competencies and past experiences to fill critical positions?
- Which sources are likely to deliver candidates who are the best fit for critical positions? How do we keep our employer brand top-of-mind with candidates who can help fill critical roles?
- Will it be more efficient to source the right critical talent from the existing employee base or from external candidate pools? Do we have the right assessment programs in place for external candidates and internal employees that will reliably identify the best people for critical positions?
- How do we define and implement the development programs that will prepare employees to step into critical roles? (Oracle Report, 2012).

According to McKinsey's recommendation (Michaels et al 1998), the pools should consist of for example 10-20% of managerial and professional staff.

This process often involves identifying the top performers among the employees, who are seen to have the potential to progress into the leadership positions of the organization (Stahl, et al 2007).

An organization's talent pool, particularly its managerial talent, is often referred to as the leadership pipeline. The leadership pipeline is managed through various systems and processes to help the organization source, reward, evaluate, develop, and move employees into various functions and roles (Campbell & Smith, 2010).

Usually, organizations are facing a lack of internal executive talent. This is mainly due to the failure of traditional succession planning, which focuses on identifying rather than developing future leaders (Efron & Ort, 2010). Hence, one of the goals of developing management program is creating a talent pool to complete the specific job classes with focusing on individual skills, capabilities, and behaviors. Without developing future managers, it is impossible to creating a talent management.

4. Talent management

Talent management has been major priority for many organizations and success of today's organizations directly linked with used talents (Beheshtifar & Nekoie-Moghadam, 2011).

It is difficult to identify the precise meaning of "talent management" because of the confusion regarding definitions and terms and the many assumptions made by authors who write about talent management. The terms "talent management", "talent strategy", "succession management", and "human resource planning" are often used interchangeably (Lewis & Heckman, 2006).

Studies show that the talent management system is divided into three main areas: talent recruitment, talent maintenance, and talent development. These areas are described below:

a) Talent recruitment: This stage includes all issues related to individual with high-level skills: what people does the organization need to invest in? How should the organization plan for recruitment at determined positions? What kind of talent is needed for organizational development? These questions are only a part of the questions in an organization, while drawing a path of attraction and development of its employees, as most valuable investment should be considered.

b) Talent maintenance: When an organization was successful in recruitment on desired post, they should know what the next step is. At this step, the appropriate skill sets of individual required to locate with job duties. On the

other hand, manpower performance should manage to ensure the organization is a path that has the most productivity by HR.

c) Talent development: The final step in this process including issues related to learning and development. In this phase, employees need a transparent and palpable career path. The organization needs more investment on employees, in order to meet future expectations and needs (Beheshtifar & Nekoie-Moghadam, 2011).

5. Conclusion

As organizations expand their global footprint, the need for a global talent pool and access to quality local talent to facilitate operations across borders and cultures is imperative to success. Organizations that understand how to optimize the talent pool - both globally and locally - will be able to effectively recruit and retain, driving a sustainable competitive advantage (The Organizational Challenges of Global Trends, 2007). In other words, while manpower faced the problem of shortage occupation in the past, modern organizations are dealing with talent scarcity, and demand for talents is much higher (D'Amato & Herzfeldt, 2008).

Talent identification and development, which is known as talent management, refer to the process by which the organization identifies employees who are capable to play leadership roles in the future. This approach emphasizes developing talent pools that have high leadership ability. Also, the organization should define a clear vision to talent management and draw a map to integrate technology and processes. On the other hand, organizations should pay attention to all members within organizations for talent management, and put middle managers responsible for recruitment staff.

Effective recruitment results in hiring the right candidate for the right job and plays a strategic role in a company's ability to develop new products and services and expand into new markets. Having the right resources to identify new sources of talent, efficiently screen out mismatched candidates and build a strong talent pipeline is critical to the success of every organization's recruiting efforts. By optimizing the talent pool, organizations can gain access to skills that support business goals, build bench strength and recruit effectively to enhance competitive advantage (Peiker, 2010).

Expanding the talent pool requires looking at the talent that is available and identifying comparable skills that will meet business needs. The study is recommended using an experimental one so that the talent pool can be analyzed in order to determine if the findings will be duplicated. It is

imperative for managers to identify the various causes and reasons for promoting talent pool and plan to grow them.

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