



# Newsletter

November 2018



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Welcome from the EAPM Treasurer

# EAPM 4.0: A fine line between digital and personal



**Max Becker, Treasurer EAPM**

It was obvious that, at our recent Delegates' Assembly in Lucerne/ Switzerland, all delegates appreciated the possibility to meet and discuss with their peers from across the continent. The opinions on how far the digital track of EAPM should go brought very inspiring insights. EAPM has a 'personal history': conferences, meetings and alike. Now, our committees are already in action and they all include digital options in their missions

- Scientific committee (lead: Wilson Wong /UK)
- Events (lead: Raffaele Credidio/I)
- Membership (lead: Dana Cavaleru/ROM)
- International (lead: Mary Connaughton/IRL)

To actively collaborate in one of these teams has immensely enlarged the opportunities for personal engagement in EAPM for all our members – you no longer have to be a member of the Board to be actively involved in EAPM life....

In Lucerne, the delegates agreed that the two main purposes of our activities are to support our member organisations (« B to B ») - and to benefits for their members (« B to C »). High visibility of EAPM helps to enhance and support the two strategic actions.

There is no alternative for EAPM but to follow the digital route: our associations count for 250,000 HR professionals in 32 countries. If we want to spread out our core message (be credible, be relevant, be impactful) on improving HR across the borders, conferences and meetings alone won't do.

To learn from each other, to benchmark, to cope with the change in the world of work – these topics help to put focus on the essentials. Activities will only create progress if our members are dedicated to share on all channels. In a world of utmost political instability, EAPM has a very important role to play: to help our members to become catalysts of HR

with value creation in Europe. There are few 'one-size-fits –all' recipes, but we must strive on becoming and remaining the leading platform in our profession. Two highlights in 2019 are already in sight: the EAPM Congress in Bled / Slovenia on April 4/5 and the international HR day on May 20 – you will soon learn more about both events.

At the end of 2018, I will – after 8 years of service – hand over my tasks as EAPM treasurer to my successor Rita Becker. It has been remarkable to see how much EAPM has had to cope with a fast-changing world over these eight years - and we made it! If EAPM with the leadership of Lucas van Wees keeps on doing its home work well, our future will be exciting!

*Max Becker*  
*Treasurer EAPM*

## Talent Management – some critical questions

This issue of EAPM has Talent Management (TM) as its theme of focus. It is worth reminding ourselves that although TM has become common parlance in recent years it did not appear until the late 1990s when McKinsey & Company first coined the term in their report, and later book, the 'The War for Talent', and which exposed this issue as a strategic business challenge and a critical driver of corporate performance. And there can no doubting that the Fourth Industrial Revolution will place unprecedented demands on the supply of particular skills if we are to harness technological advancement for societal good. So why do I remain somewhat circumspect about the construct TM? I note three questions here:

*Old wine in new bottles?* As a former Personnel Manager I recall well this question being asked of shift from Personnel Management to Human Resource Management (HRM). There seems some resonance with the current debate about TM and HRD/HRM. I wonder what are the sort of problems that TM is being advocated as the solution? Is it bringing a distinctive new perspective or a set of new techniques? The evidence on both counts is far from compelling.

*What is 'talent'?* I used to think that 'skill' was a tough one to define clearly and unequivocally. 'Talent' seems even more slippery. It is one thing to argue that talent is needed for organisational effectiveness;

valuable, hard to imitate, perhaps even rare, but what is a 'talented employee'? What do they look like, what are their attributes? It may be that definitions of 'talent' should be tailored to individual organizations. Fine, but I have not seen many empirically based examples or case studies which seek to develop exactly what company x mean by 'talent' and how they are developing a unique perspective and approach to its development.

### *For the many or just the few?*

There is a strong argument that TM challenges an egalitarian model of HRD, presenting a view of the workforce in which particular 'talents' are more prized than others? Key positions, critical jobs, 'A players' guaranteed maximum opportunities for their development. Indeed, there is a view expressed in this edition of EAPM that the number of people in an organisation who can make a real difference is limited to no more than 3-5%. I am uneasy with such a proposition. Certainly, it is not proven. It is reminiscent of the questionable assumptions surrounding the supposed impact of individual 'great men' leaders vis a vis what can be achieved through progressive shared leadership. And what about the powerful arguments increasingly heard under the diversity umbrella? Can TM somehow embrace exclusivity with inclusivity? And if it can does it end up being simply an employee development strategy with appropriate priorities linked to business strategy?



**Rick Holden, EAPM  
newsletter editor**

Having raised such questions I am nonetheless drawn back to the fact that TM is in the HR discourse. Whether or not it is a management fad it clearly occupies a presence and positioning of some significance. Organisations are adopting talent management strategies and plans and it would be churlish to dismiss this as purely a fashion statement. Perhaps it is a serendipitous means by which HRM/HRD can enhance its status, credibility and legitimacy. And even if this is just side effect it is surely welcome. So, should I replace my circumspection with celebration? Well, maybe, but first I want clear answers to questions such as:

- what is driving organisations to adopt TM?
  - what differentiates TM from HRM/HRD? What are the distinctive perspectives / techniques?
- and, above all, does TM offer a clearer basis and means for assessment of impact? The answers to such questions can only come from empirically based enquiry. EAPM members have a role to play here - to champion and facilitate such enquiry. Without this we will be stuck with one more rather vague addition to the HR lexicon offering little of clarity to influence and help drive the HRD practice agenda.

*Dr Rick Holden  
Liverpool Business School*



## Pictures from the EAPM Delegates Assembly in Lucerne on 13th and 14th September 2018



Michaela Geiger; Chefredaktorin Persorama



Michaela Geiger;  
Chefredaktorin Persorama



Michaela Geiger;  
Chefredaktorin Persorama





## Pictures from the EAPM Delegates Assembly in Lucerne on 13th and 14th September 2018



Michaela Geiger;  
Chefredaktorin Persorama







**HENRY, Finland**

# Strategy-based and capability-driven talent management

by Paula Kilpinen and Mari Tasanto, HRM Partners

Digitisation, automation, artificial intelligence and other technology driven developments are increasingly disrupting traditional business models and highlight the importance of strategic workforce planning. This 'digital disruption' impacts learning and development needs, and has to be taken into consideration when attracting, nurturing and retaining talent. In their article "Are we there yet? What's next for HR?", Dave Ulrich and James M. Dulebohn have claimed that focusing on individual talent or competences is insufficient, and instead "in order to support organizational strategy and add value, future HR work needs to focus on identifying and building organizational capabilities" (2015: 195).

In line with their argument and in order to support the company's competitive advantage in a constantly changing business environment, we suggest that talent management needs to be closely aligned with the company's strategic capabilities. Motivated by our academic research, but first and foremost building on our practical experience, this article discusses how talent management practices can support strategy-based capability development.

### Capabilities-based strategies

Capabilities-based strategies have gained momentum among academic researchers and practitioners alike. Strategic capabilities, called for by Ulrich and Dulebohn, reflect the company identity, i.e. what the company is known for and comprise



of the organizational competences, processes, systems and knowledge. These capabilities may include, for example, data-based customer management, user-driven innovation, ecosystem management, or operational excellence if the company is able to perform them better than its competitors.

Capability development is subject to many external and internal forces, strategy being a key driver. A misalignment between strategy and its underlying capabilities has been proven to significantly undermine strategic change (Kilpinen, 2013). Although strategic capabilities stretch beyond individual competences, these do have a central role. Competence development can be supported by many organizational activities, such as formal training programs, on the job learning and

talent management. At best the organization's talent management architecture reflects the organizations strategic capabilities and by doing so provides the foundation for strategy-based competence and talent development.

### Capability-driven talent management

Competence development and talent management are closely interlinked, and strategic competence can be developed systematically by designing a talent management architecture that makes a connection between the organizational-level capabilities and individual level competences. It also enables communicating and building a common understanding about the future skills and competences needed to support



**HENRY, Finland**

business development. At best, talent management can bring business strategies to the practical level, enabling each individual to understand his/her own role in supporting the business strategy.

The traditional questions within talent management are, how to attract the best potential and how to nurture and retain this talent, giving guidelines to recruitment processes, development actions, rotation and exit policies in line with business needs. Beside these questions talent management should be closely related to competence development, taking into account where the needed strategic competencies reside within the organization, which groups or individuals have the most business-critical competence and how it can be further developed. There should also be an action plan for renewing organizational competences.

Strategy-based talent management is not only an essential part of business-oriented HR but is also crucial for meaningful work. In their article, Ulrich and Dulebohn (2015) call for more meaning-making capabilities on behalf of leaders and HR in order to help employees find a sense of contribution in their work. Traditionally talent management has mainly focused on leadership skills with the aim of recognizing future management potential. Digitisation will have an increasingly profound impact upon the nature of work and will require a change of focus for talent management. Learning ability, ability to reinvent one's own work and meaning-making capabilities are important criteria in defining talent. Today's talent management cannot only focus on developing management potential or certain technical skills but should also enable continuous learning and

provide tailored solutions and career paths for individuals.

### **De-mystifying talent management**

Too often, especially in traditional talent management, selection criteria are somewhat opaque especially when it comes to rotation and career steps. When talent management is based on clearly defined strategic capabilities and competences, and it is openly communicated and discussed, it helps people understand the selection criteria for key potential and the guidelines for career management. Strategy-based talent management is increasingly open and agile, making connection between business success and talent development at every level of the company. It also challenges managers to be accountable for making it happen. In order to respond to the changing work life, some companies have opted for defining whole personnel as "talent", giving each individual the opportunity to develop to his or her full potential aligned with business goals.

It is evident that in the rapidly changing business environment talent management, including the traditional career paths and ladders, need reinvention. An inflexible rotation model does not serve business needs anymore. Talent management should be strategy-based and capability-driven, but it is also increasingly about empowering a new kinds of career models that benefit both the individual and the company. This also promotes self-management, requiring every individual to take care of his or her own development, being aware of the required meta-skills, such as the ability to learn, and being involved in various learning networks.

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*Ulrich, Dave and Dulebohn, James H. (2015), Are we there yet? What's next for HR?, Human Resource Management Review, 25: 188-204*



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*HRM Partners is a leading people development company in Finland focusing on leadership development, including capability development and talent management, as well as on change and career management.*





**PERYÖN, Turkey**

# Talent Management Practices in Turkey

by Ayşe ÖZPİRİNÇİ, PERYÖN Board Member



**Ayşe ÖZPİRİNÇİ,**  
**PERYÖN Board Member**

It is not easy to define 'talent' in today's changing workplace. At Peryon, the People Management Association of Turkey, we use the following: "the potential to grow, to adapt and to change in the new work environment, hand in hand with AI and robotics or new jobs". The future of work in Turkey and with which PERYON is an involved, committed stakeholder, is dependent upon investment into and the development of its young population and women whose engagement is increasing in all sectors of the economy.

In this EAPM News item we illustrate some of the innovative practices in Turkey in relation to talent attraction, career management and development.

### Yapı Kredi Young Talent Program

Yapı Kredi, the fourth largest private bank in Turkey is one of the 10 most valuable brands in Turkey; a strong franchise with inherent culture of customer-centric core banking focus, innovative banking technologies and sustainable value generation.

Yapı Kredi's Young Talent Program is one of the most long-term career programs in the banking sector. Launched in 2012, it creates opportunities for students to develop themselves, get ready for business life and start their career at Yapı Kredi. It is an early talent attraction program before graduation and Yapı Kredi offers a head start to Yapı Kredi Young Talent Program members. Yapı Kredi believes that GenY are experience-hunters running after happiness, who want to explore the life that will make them happy via experiencing different alternatives. They are success oriented, single minded, questioning individuals with high awareness. In line with

this assessment in 2017 Yapı Kredi Young Talent Program was divided into two main focus groups as Head Office and IT departments.

Relatedly, both Head Office and IT-focused Yapı Kredi Young Talent Program offer a range of training for personal and professional development, full-time and part-time internship and network opportunities with different departments and managers within the bank.

### Career Journey with DeFacto Talent Management Programs

DeFacto is a leading brand in the apparel and fashion sector in Turkey. Their first store was opened in 2005. With 324 domestic stores and 123 stores abroad, DeFacto continues its path as one of the top three companies in this sector.

DeFacto's career management model is linked directly with the business strategy where the







### PERYÖN, Turkey

strengths of employees is a key feature

DeFacto Talent Management Programs are designed as a dynamic system in line with a talent management approach that continuously develops itself through the feedback received from the employees of the company, focusing on their experiences. The employees are included in the program voluntarily and take responsibility for their own career journey. The career journey consists of

3 main categories:

- In-store career journey
- Career journey for transition to Headquarters
- Overseas career journey

Unlike other practices, all the employees who graduate from position based DeFacto Academy classes are directed towards 3 different career journeys. The graduates' strengths are determined as a result of the assessments by Talent Management leadership. The

organizational needs, which arise in line with company's growth and Globalization strategies, are met with internal resources. Its talent management practices facilitate productivity increases and happier employees.

### ARCELİK – 'Women Impact Project'

Established in 1955 and having operations in durable consumer goods industry with production, marketing and after-sales services, Arçelik A.Ş. offers products and services around the world. It has 30,000 employees, across 18 different production facilities in 7 countries (Turkey, Thailand, Romania, Russia, China, South Africa and Pakistan). It has 34 sales and marketing companies in 32 countries all over the world and its 11 brands (Arçelik, Beko, Grundig, Blomberg, ElektraBregenz, Arctic, Leisure, Flavel, Defy, Dawlance and Altus) are serving products and services in more than 145 countries.

This practice is about increasing and retaining female employment in Turkey and which is one of the prime objectives of the country's employment policy. Arcelik initiated the Women Impact Project (see also Figure) to assist women engage in business life, increase their employment in various levels, and to encourage women by creating programs that will support them at different stages of their careers and lives. The aim is to create a culture in which the organization can thrive by embracing difference, and to guarantee that the equal opportunities are offered to





everyone, within a framework that is broader than gender equality. Arcelik have developed programs to support women at different points on the life cycle.

Arcelik's 'She Mate' Mentorship program has been initiated for women returning from maternity leave. In this program, mentorship is received from volunteer working and experienced mothers and the program helps women return and adapt to professional life after maternity leave.

- The Holistic Leadership program has been implemented for women employees which aims to discover their strengths.
- The Women Leadership program has been conducted to ensure that women who are already in management roles can develop further towards higher positions. With this program, it is aimed to raise the awareness of the women managers about their strengths through inventories, to break down prejudices and barriers, and to make sure that they develop a sustain-

able business life by discovering their network development skills in business life. The program's participants voluntarily mentor each other, share their experiences gained in various parts of the world and develop. The number of women at various levels of management is tracked closely as a key performance indicator.

Arcelik's motto is; "We got it" to create an inclusive culture with all its differences (see also Figure).

In summary, the three case scenarios illustrate some of the 'leading edge' talent management practices in Turkey. They indicate how talent management needs to be tailor-made, focused on experience management and create an engaging environment. Diversity and Inclusion is a main pillar around which it is important to build talent management policies and practices.

Talent management is evolving to a new era to manage the expectations of not only GenY but also GenZ. This is bringing the experience management into the picture. High salaries or fancy development programs are not enough to attract or retain the talent today. Flexible work practices, attraction at school period, employer-branding activities, women in workplace and continuous development opportunities are important tools and practices to lead to an engaged workforce and retention of talents.







**AEDIPE, Spain**

# Leading Talent Management into an advantage

Implementing Talent Management: ensuring a formal TM process brings benefits

by Miguel Egido, President of AEDIPE Aragon-La Rioja, Spain



**Miguel Egido, President of AEDIPE**

Talent management is an HR practice that seems relatively recent to many managers. Although we have been hearing about it a lot during recent years in many forums and channels, it seems as if it still is a young and innovative HR process that is being implemented progressively in organizations. In fact, many companies have not implemented it all nor have any intentions to do so.

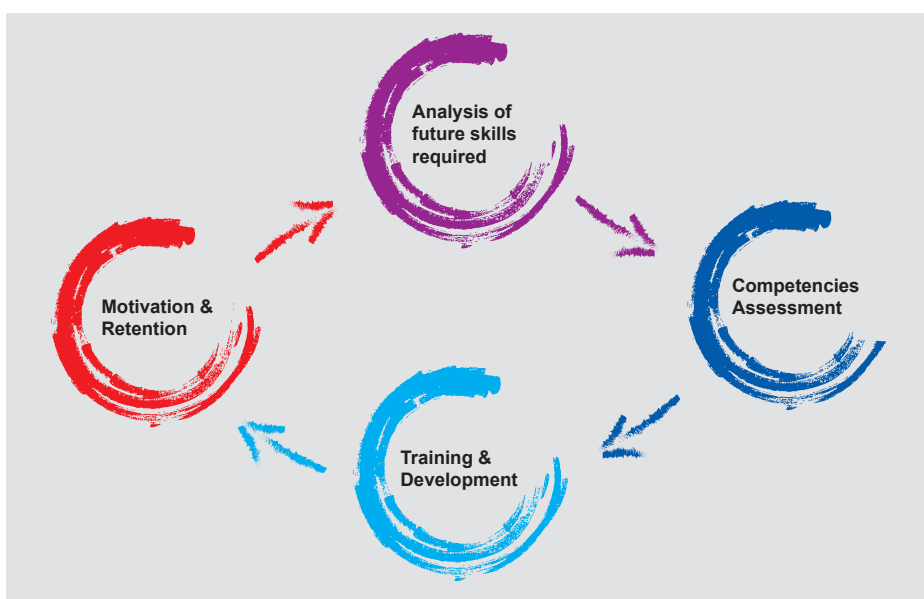
However, the essentials of talent management have already been carried out since the beginning of human organizations. Whether the manager recognises it or not, talent management is put into practice on a daily basis even in the smallest of businesses. When a waiter is taught to fill in his gaps, when a secretary

shares her career expectations, when a subordinate is informally asked for his satisfaction at work, when an employee is offered a new position that requires mobility and new learning, when a trusted employee is set to learn from the manager in order to be prepared to take the lead in the future, when an underpaid manager is offered a salary increase...all these situations, and many more, are part of the way, globally, that organisations practice talent management. But they remain informal until a more formal process is planned, designed and implemented officially.

During the last decades, we have been trying to put all of it into a professional process, measured with objectivity and tied to indicators that make it organized, reliable and impartial.

This is the key point. Talent management is powerful and positive, but it must be developed by someone who knows how to do it, someone experienced and skilled, who understands the importance of being objective to the maximum. Otherwise, the process may turn into a failure, a waste of time, a procedure to benefit allies or manipulate others, even becoming a threat to motivation. The impact of a formal process can end up being a retrograde step than if it had remained informal.

In my experience the success of the implementation and development of any TM process is dependent upon a number of key factors:



**Talent Management Process**



- Talent Management is not an HR process. It is a company process that is carried out by HR. This is a significant difference: failure comes when HR managers think they only need the support of the Head of the company. That is not enough. The initiative must be taken and pushed on from the beginning from the very top of the organisation. The CEO, President or Head needs to get involved not as a supporter, but as the leader of the process, showing a personal interest in its results. Employees must understand that this is not something required by HR, but by the highest level in the organisation.
- Communication is critical. Good management of what, how, when and to whom we communicate will affect the process directly. We need to fight rumours, wrong ideas, distorted expectations, etc. The process must begin once we have already developed the appropriate steps of communication, so the message we intend to transmit prevails. Employees must understand clearly the benefits of this process, why it is implemented, what are the objectives and why the involved employees have been selected and not others. We need to think in advance, preparing for what our teams will think when they learn about the process.
- At one and the same time, confidentiality is also critical. Information must be managed confidentially. Not only regarding the ones leading the process, but also regarding the ones being analysed. We must keep all data, conversations, conclusions and documents con-



fidential. We also have to ask the employees involved in the process, similarly, to maintain confidentiality. Every piece of information that escapes this confidentiality net is a risk factor: lacking appropriate explanations, it could raise many elements to be harmful against our environment and the relationships of our employees, among them and towards the organization.

- Design a correct timeline for the project. Many inter-related factors are part of a project to implement a TM process. We need to assess how best to bring the different components together and in what order. What are the key building blocks that need to be put in place first; which employees will be involved before others etc? A realistic timeline can ensure implementation can be adapted and fine-tuned as necessary
- Every decision must be based on objective indicators. Figures support the decision, guide its implementation and avoid any complaint. Everybody understands a decision backed by objective indicators, and this will strengthen the process reliability.

The person (or team) in charge of this process must be alert, not only as regards the environment but also a range of 'reactions' and perceptions that the implementation may generate. The human brain is designed to take shortcuts, to jump to conclusions, to trust first impressions and to take decisions without us even noticing it. It is critical that every step is carefully controlled, analysed, based on facts and registered. Thus, we can guarantee that the results of the process are reliable, and the decisions we take out of that information are correct and fair, what is the only way to defend our actions against wrong expectations, employee claims or any other source of anger or frustration in our teams.

If we implement talent management with these elements of impartiality and accuracy, it will turn not only into an advantage for our organization, but also into a reason for our employees to trust our work and engage in the future of the company, picturing themselves as a proud part of it.





# Is it the End of Talent Management as we Know it?

by David Ducheyne, President of hrpro.be, Founder of Otolith



David Ducheyne, President of hrpro.be

## Talent Management and HR

Talent Management has gained influence over the past years. It seems that it has almost replaced the term HRM. If we would take out Talent Management from HR, what would be left? Talent Management has integrated almost everything: employer branding, talent sourcing and development, succession planning, mobility and career management, employability mapping, potential detection, leadership development, evaluation, performance management ... All of that could be seen as talent management. And as talent management has incorporated also the topic of retention it also has invaded the realm of compensation & benefits.

Talent Management was and is a promising area of HR. It's probably the most strategic part of HR. Indeed, attracting, developing and retaining talent is very close to operational excellence and thus to strategy execution.

## Changes

Today, two profound developments require a 'reshaping' of talent management.

First, the **demographic evolution** is such that talent management has become more critical and more difficult. There are talent shortages on the one hand, and on the other hand unemployment remains too high. The qualitative nature of the talent supply is not sufficient, but on the other hand organizations are still looking for a perfect match.

Second, **digitalization** is changing the nature of work. Digital disruption generates both job destruction and creation. Companies have to adapt, and so do people. We will need different skill sets in the future.

Talent Management needs to be at the center of these two developments. Companies depend

on their ability to attract and retain people who are agile and able to learn, for the time they can provide added value.

## 'Back to Basics'?

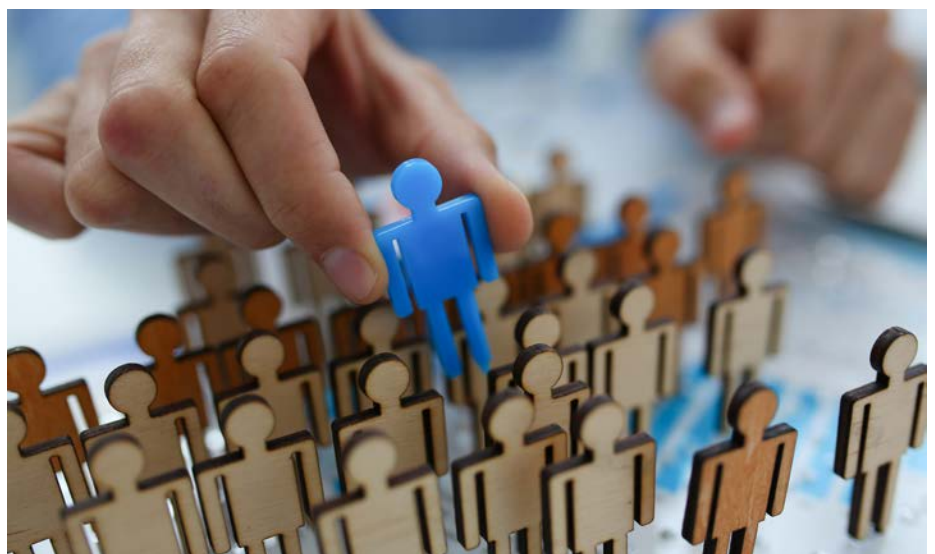
HR professionals are looking for ways to deal with this volatility. But before jumping forward to solutions, it is always helpful to go back to the essence of the profession of HR.

HR is about making sure that people are able and willing to perform sustainably.

Is that all? Well, it's a lot. Because if an organization is able to do that, it can achieve its targets.

Let's dissect the sentence further:

**Able:** This is the classical story of talent management. We hire people with the right competencies and attitudes who can do the job. It's a story of fitting in and standing





out. But we all know that ability is a temporary state. Organizations should focus on learning, unlearning, and relearning. Learning agility becomes the skill of the future. And so, HR needs to think about how it might do that. It's one of the biggest challenges of our times. This will also change the nature of the relation between an organization and its talent.

As organizations will have a limited use of certain talents, it will aim at more temporary relationships with the people who beat that talent. But also, as organizations have less loyal relationships with people, people will also invest their talents in those places where it can yield the best return. And I am not talking only about money. If organisations can become places where talent grows, it will attract talent.

**Willing:** this is the story of motivation. We hire people who are motivated, but we should do everything to keep them motivated. Talent Managers have tended to keep well away from the field of motivation. But it is essential for the success of an organization. The attention for employee engagement has not yielded convincing results.

Nevertheless, we know how human motivation works. And if there's one thing that we do know is that it's about establishing the right cocktail of meaningfulness, trust, autonomy and social support. Is this talent management? Well, if it's not, it's about time talent managers become the gatekeepers who place talent in the right environment. Hiring people to work with a manager



who bullies is no longer possible. Talent Management has to both acknowledge and seek to influence the broader context.

**Perform sustainably.** Breaking News... Talent Management focuses on performance! We should not focus on happiness, engagement, ... or whatever concept we can come up with. It's about performance. It has been and it always has to be. The word sustainably is a necessary addition. Because HR has to take on the responsibility to make sure that negative consequences for future employment are limited. So it's about talent, but also about health and about motivation. Or if you will, it's about sustainable employability. Sustainable employability is the concept where the interests of employees and employers meet. If organizations can provide work that is favorable to the employability of people, they will benefit as well, both in terms of talent attractiveness and productivity. People who find themselves in a place that supports their employability will stay longer and perform better.

**Making Sure:** Traditionally, HR and Talent Management have focused on the processes that are related to people within the company. This has been translated into systems and approaches. One of the more dubious processes with very limited strategic impact is that of evaluation and feedback. It has always been on the agenda, but most organizations report very limited positive results of the process.

Making sure that people perform is more than designing and implementing processes. It's about designing the whole system and aligning it to the strategic objectives of an organization. And as it goes with systems, everything interacts with everything. Talent Management and by extension HR has been too much isolated from the rest of the system. Systems do need consistency.





## The Questions every Talent Manager has to ask.

So if Talent Management wants to flourish it has to leave its traditional sectors and do other stuff....and ask five questions:

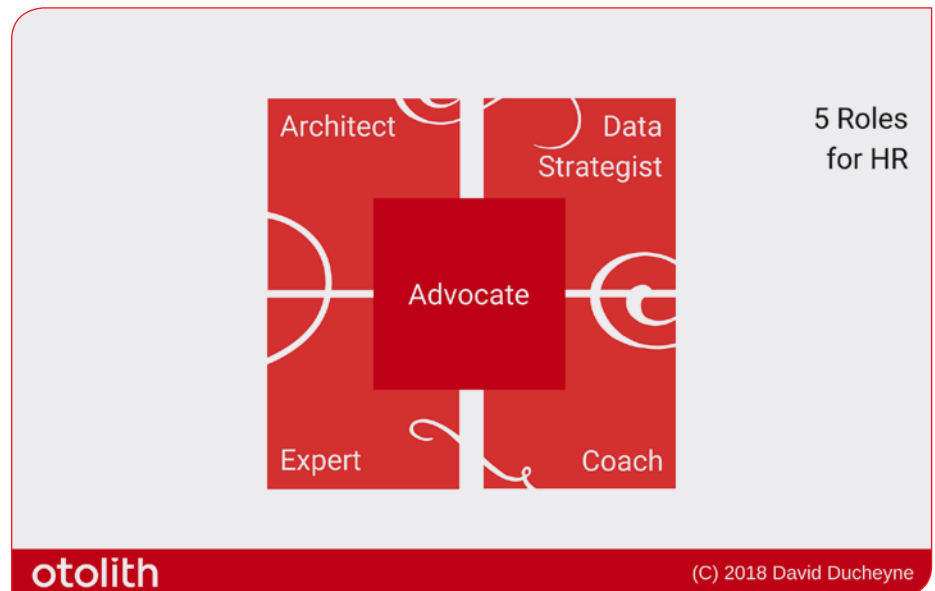
1. What is the value we want to achieve for our customers and other stakeholders (the strategic question)?
2. What kind of behaviours do we need to achieve that value? (The traditional talent management question)?
3. What kind of context do we need to create to enable those behaviours (organization design)?
4. What kind of leadership do we need to make that context real (the leadership question)?
5. And what is the impact of the changes around us on the four previous questions (the change question)?

If you ask these five questions, you can build a whole new approach to talent management. Talent Management no longer focuses on selecting and developing the right talent, but also on the context in which that talent will be integrated.

## 5 roles for Talent Managers

Talent Management needs to adopt five roles.

1. Talent Managers need to remain **experts** in their field. Without expertise there will not be much impact. They can get the expertise from other sources, but they will still need to assemble a strategic and systematic approach to talent. Especially in a scarce talent market, expertise (and creativity) will be essential.



2. They will need to become **advisors or coaches** to the businesses. By doing this talent managers accept that they do not own the area of talent management? Talent management is not a function, it's a process. And talent managers shape, support, guide, inspire, ... that process.
3. Talent managers need to become the **architects of context**. There are always frictions between talent management objectives on the longer term and productivity demands on the shorter term. But talent managers need to come up with structural solutions to flexibly manage these contradictions. Please note the contradiction between structurally and flexibly.
4. Talent Managers need to look for evidence and become **data-strategists**. For me talent analytics have the potential to leave the area of assumptions and go into evidence-based process-optimisation. Artificial Intelligence will make an end to the more artisan ways of talent management.

Especially in the field of selection we can expect massive changes.

5. Finally, talent management needs to develop more **advocacy**. As it improves its expertise, its confirmed impact on the business, its ability to find agile approaches and to build an analytical steering, it will be able to push the talent agenda forward. But it can only do that when it integrates all elements that influence the talent issue in one strategic and systemic approach.

Digitisation and Analytics will not "save" talent management. HR of the future has to use the potential of these evolutions. But the most important message is that Talent Management professionals should stick to the essence of HR: to make sure that people are able and willing to perform sustainably. Everything comes back to that.



**MHRA, Macedonia**

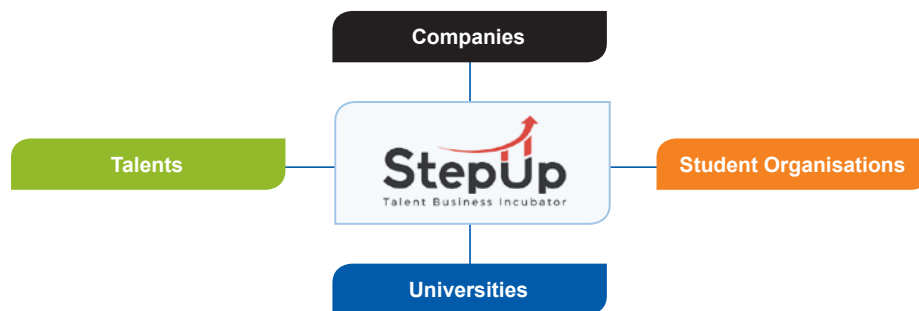
**A New Talent Management Initiative for Emerging Economies:**

# The Macedonia Talent Business Incubator

by Darko Petrovski, Founder of Talent Business Incubator Step-Up and Secretary General of the Macedonian Human Resources Association

Talent is a key driver of economic progress. Talented individuals who demonstrate superior performance in the working place, who inspire other employees to achieve above-average results, represent the epitome of the basic qualities of an organization. According to the Pareto rule, 80% of the value of a company is generated by 20% of the employees (The Nielson Group, 80/20 Talent management, 2007). Talent is a priority for the economic wealth of a country. It can be developed and nurtured by the family, by the educational system and by the corporate culture.

Macedonia is no exception to the global problem of talent shortage. In terms of its ability to attract, develop and retain talent, Macedonia is placed 129th out of 140 ranked countries in the World, with an average value of 2.24 on a scale



from 1 to 7 (World Economic Forum, 2018). An additional disappointing 'measure' is the brain drain: 29% of the highly educated citizens live and work outside Macedonia after their graduation (World Bank, 2018). The most successful companies that operate in the Republic of Macedonia suffer from a lack of talent, visible through the poor response to job advertisements for job positions that require specific knowledge and competencies. Demographic trends add further problems. It is estimated

that globally approximately 6.000 "baby-boomers" retire every day (Forbes, 2013). Thus, there is urgent need to accelerate the development of those in the 'new generation' than can assume organizational leadership responsibilities.

Appropriately focused Talent Management is one of the plausible alternatives for Macedonian companies in terms of helping them achieve competitive advantage in regional and global terms. This aspect of HR, therefore, deserves attention and requires a strategic approach from the company and from the educational and the consulting sector.

The Talent Business Incubator Step-Up is an innovative development in Macedonia seeking to address human capital development and its meaningful inclusion in the work place. It is positioned as a hub between companies, universities and the pools of potential talent. At Step-Up we consider "Business Talent" to be any person who has the potential and interest to develop in





**MHRA, Macedonia**

the direction of acquiring business and soft skills that are necessary for the companies for managing people, business processes and development of products, services and the organizational roles in a company, as well as a person who significantly affects its performance. It is commonly estimated that in a single work environment, no more than 3% to 5% of the employees can be classified as 'talent'. The aim of our business talent incubator is to accelerate the careers of top talents through specialized programs, tailored on the basis of the talent profiles and the company's needs.

A flagship initiative is our Talent Scholarship Program. This aims to establish and develop long-term firm relations between the selected business talents and the companies who provide the scholarships. It supports the passionate individuals who have shown extraordinary results during their studies in developing their business skills and provides an early involvement to the business world. Our technology involves various processes and procedures aimed at attracting and identifying business talents at an early stage prior to the start or during the first years of their higher education, regardless of the choice of profession.

In 2017/18 we announced five scholarships for students in the first or in the second year who study information technologies (IT) at the universities in Macedonia. Co-operating companies included



DOXTEAM and VORTEKS ED, both innovative companies from the ICT sector and who work predominantly in international markets. This year we are in preparation of program extension by tripling the number of companies, the industry areas and the scholarships.

More generally the activities of the incubator promote responsibility and high performance from all involved parties, always guided by agreed goals. Special attention is given to the clients – the companies - because each of them represents a specific story, a life lesson and a challenge in the business which produces their competitive advantage.

Developing 'Business Talent' should be a priority for the economic development of Macedonia. They are the future business leaders and they need a helping hand as early as possible to improve their personal

and professional development. Step-Up provides technology and processes for that step ahead and avails a structured development program which directs the personal and the professional potential of business talents aligned with the movements and the needs of the business.

Through a personalized action and development plan the Step-up talents are provided with interdisciplinary training for improving their business and soft skills and to become business leaders and holders of the future technological and economic development in Macedonia, but also in the regional and global economy.

We believe that 'Business Talent' will be the drivers of change! And the Talent Business Incubator Step-up offers solutions for companies, eager to provide premium products and services for the local, regional and global markets.





**NVP, The Netherlands**

# Holistic Talent Management towards greater organisational agility

by Bob Lopes, Randstad, The Netherlands

Over the years, large companies have cobbled together disparate HR management systems, policies and work groups under one talent organization somehow getting it to function, though often with a fragmented approach. The process isn't ideal, but as long as the payroll gets processed, benefits are delivered and jobs get filled, complaints have been kept to a minimum — until now.

There are a number of critical developments that are changing the status quo by forcing employers to consider a holistic talent approach. For example, with all of the world's major economies growing, talent scarcity isn't restricted to just one or two regions; the shortage is widespread. Employers in many industrialized nations now face tight labor markets and a growing skills gap for the first time in decades.

Also, workforce complexity is on the rise as companies use more temps, contractors, freelancers and other contingent talent to get business done. Eurofound, a European public



agency, reported in 2015 that the region's temp labor workforce grew 25% between 2001 and 2012 while permanent hires rose just 7%. McKinsey estimates that 20% to 30% of the workforce in the U.S. and the EU now perform independent work either as a primary source of, or supplement to, to their income.

These developments are forcing businesses to reassess their current strategies and workflows more than any other factor because a fragmented approach to talent simply isn't a sustainable way to manage growing complexity. Many employers are now looking to a holistic model that considers the total workforce, including the growing contingent component. Also referred to as integrated talent, or total talent management, a holistic approach quickly and cost-effectively delivers the resources needed by

considering all worker arrangements — and therefore, every type of talent available. For example, a hiring manager frustrated by how long it takes to acquire a qualified permanent employee could more quickly satisfy their need through a contractor, freelancer, temp or a combination of these. Or a company that is seeking a very specific skill set might more readily find it in an individual that prefers the flexibility of project-based work.

This approach also gives talent leaders options for meeting the company's resourcing needs. Working with a talent advisor that leverages analytics, market data and other business intelligence, hiring managers can decide if other talent arrangements such as temps, independent or freelance contractors can perform the work required. For example, if analytical data shows it





takes 60 days to hire a permanent java developer in Amsterdam, a hiring manager facing a tight deadline may choose to use a contractor who is available today.

These types of potential benefits are changing attitudes among organizational leaders. In Randstad's 2018 Talent Trends Survey of 800 human capital and C-suite executives, more than three-quarters indicate that they have moved beyond conventional thinking about work arrangements and now believe the right person for any role can be an employee or contingent worker. An even greater percentage (81%) say they probably or definitely will implement an integrated talent solution over the next 12 months.

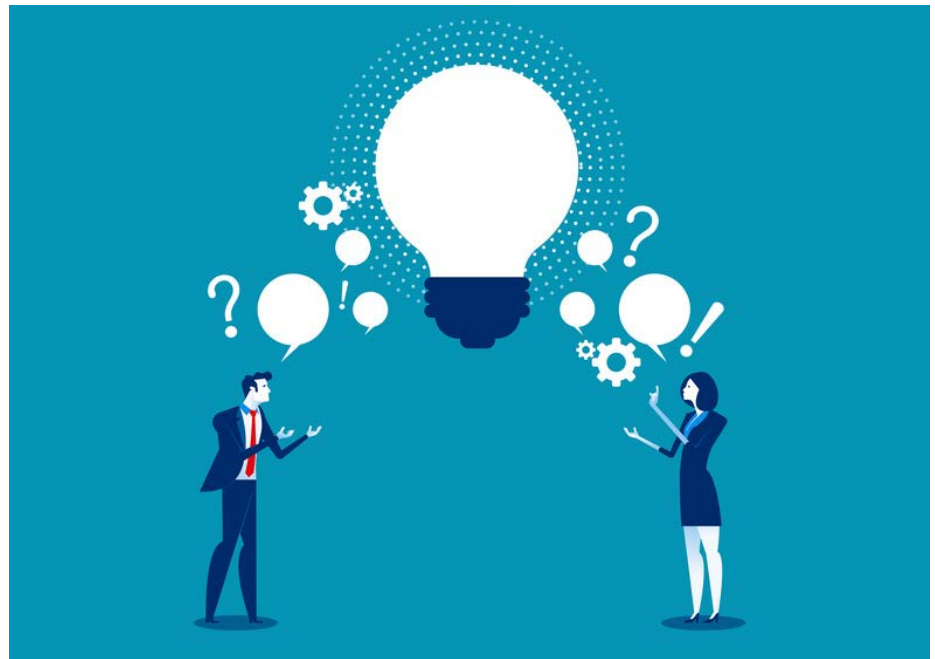
That's exciting news because 81% is the highest level reported since we began surveying attitudes on integrated talent in 2016. It shows a rapid shift in how talent leaders view the strategic value of talent acquisition. You may be among that growing majority, but before having conversations about transforming your talent strategy, here are four tips to help you lead your company in the right direction:

**1. Commit for the long term.**

A holistic model doesn't happen overnight. In fact, it's not a goal, but a journey. There are levels of maturity to an integrated talent solution. Organizations strive to manage all work arrangements under the same program, but it takes time to get there.

**2. Secure executive buy-in.**

Because the aim is to knock down traditional talent silos, a holistic model will disrupt the status quo.



It is possible that this is why you are considering an integrated talent model in the first place, but others around you may need convincing. When you have support from your leadership team, it will be much easier to evangelize to all stakeholders.

**3. Make the business case.**

Every organization suffers from some kind of talent bottleneck, whether it's filling hires on time, gaining greater contingent workforce visibility or standardizing supplier rates. Consider how an integrated talent solution can alleviate these problems and do your best to quantify the outcome.

**4. Assemble the team.**

You're going to need help to start your journey, so invite the relevant stakeholders to the table early. As you scope out the model, their input is critical in defining the goals and earning buy-in. You may even find that a kick-off meeting may be

the first time that procurement and HR leaders are in the same room together.

There's a lot of legwork to implementing a holistic talent model. However, if you can demonstrate the benefits and help other functional leaders to overcome their hesitancy, you'll help set your new model up for success. You'll also find many external talent advisors that can help guide your road map along the way.

Want to learn more about the impact of workforce complexity on integrated talent adoption? Get your copy of the Randstad Sourceright 2018 Talent Trends Report.

Randstad, NV, commonly known as Randstad is a Dutch multinational human resource consulting firm headquartered in Diemen, Netherlands.



**DGFP, Germany**

## DGFP member profile

### About us –

### DGFP – German Association for Human Resource Management

For 65 years, the German Association for Human Resource Management (DGFP) has been the competence and career network for HR enthusiasts in Germany. The DGFP network involves the active participation of DAX-listed corporations as well as small and mid-sized companies, renowned scientific organizations and consultation entities along with many important human resource management personalities.

The DGFP is a registered non-profit organization and has a total of 2,500 corporate and individual members. The **Corporate Membership** program is our USP: Our 1,500 corporate members represent the “Who’s Who” of the German business community. All of the approximately 40,000 HR employees of our member companies (including those who work outside of Germany) may use our services. This is an asset that makes us attractive for all companies! Together with our members and partners, we drive the progress of today’s people management, thereby shaping the working environments of today and tomorrow. We are



### 5 good reasons for DGFP membership

1. **Help shape the future of HR:** You and your company are part of the strongest HR network in Germany. Since 1952, we have been strengthening and successfully developing the area of human resource and people management within the business, research and educational world. Play your role in shaping tomorrow’s HR today!
2. **Take advantage of the collective wisdom:** You and your company enjoy the benefits of professional experience exchange, knowledge sharing, and networking opportunities beyond the realm of your own organization or country.
3. **One membership for all:** Corporate membership provides benefits not only for your company, but also for all your leaders and HR professionals around the world.
4. **Personal service:** All your employees enjoy the unique member services provided by our network managers concerning individual and corporate HR matters.
5. **Unbeatable terms:** Both yourself and your company enjoy attractive price advantages on all DGFP products and services







### **DGFP, Germany**

dedicated solely to human resource and people management. This enables us to have a strong voice on corporate HR work when we engage with the general public and policymakers. This inspires us and our members!

#### **Erfa groups – confidential experience exchange at eye-level**

The DGFP Experience Exchange (known as “Erfa”) is the DNA of the DGFP. This is where personal exchange and networking is embodied in our organization! Since 1955, decision-makers have been discussing and networking in our Erfa groups connecting with each other in their own Erfa group and across the entire DGFP community. Each Erfa takes place once or twice per year and is usually hosted by one of our member companies.

The range of topics discussed in the Erfa groups is constantly expanding. With over 100 Erfa groups we can guarantee the broadest range of experience and knowledge exchange on HR and leadership issues: international, pan-regional and regional, branch-specific,



function-specific and always covering the latest issues and themes on corporate and social policy. We manage our Erfa groups with passion and dedication!

#### **HR Training and Certification**

The DGFP training and certification programmes offer innovative, sophisticated, well-proven formats and topical solutions for today's HR challenges. For many years we have been offering top academy

services which are highly valued and recommended by our participants. HR generalist or specialist – our programmes ensure that participants are familiar with the latest HR trends. Through our certification programme, we accompany and guide HR careers and help you act professionally in your daily work. Come and experience new ways of learning in modern formats – intensive, innovative and interactive.

Our open training programs are complemented by individual, tailor-made Inhouse Trainings designed in line with your company needs. As highly respected service provider, the DGFP mbH guarantees practical solutions, tailored training content and comprehensive professional services.

#### **High-level conferences**

Our annual DGFP//Congress is the HR event for HR professionals and decision-makers in Germany! This year's congress on 15th and 16th





**DGFP, Germany**



November 2018 in Cologne focuses on HR Navigating the FUTURE and follows the hashtags #Participate! #Discuss! #Listen! You want to know what this means in practice? Then have a look at DGFP // congress 2018 in Köln and join us! In addition to the DGFP//Congress, we offer a broad range of high-level annual conferences around People Development, Compensation and Benefit, Global Mobility, HR Controlling, Digital Trends and many more.

### Magazine – “Personalführung”

Our magazine PERSONALFÜHRUNG (‘HR Management’) is one of the leading HR management trade magazines. It is designed for HR managers and decision-makers of all branches in small, mid-sized and large companies, and also for persons involved in educational and

career training. The monthly issues of the PERSONALFÜHRUNG focus on issues and trends that support readers in their HR management and leadership responsibilities. Each issue features a special topic, once per year in English. Specialist articles, interviews, international trends and monthly categories on recent legal decisions, labor law and

new books make this trade magazine indispensable for continuing professional development.

### DGFP// International

All DGFP members may benefit from DGFP’s extensive international network. Being one of the founding members of the EAPM in 1962, the DGFP is uniquely positioned to help establish company contacts across the entire Europe.

In sum, our members may enjoy international expertise and intercultural atmosphere in:

- numerous international Erfa meetings, partly organized together with foreign partner organizations, such as the annual D-A-CH conference
- a wide range of trainings in international HR management, partly in English language
- high-level conferences with international speakers around topics such as global mobility, international talent management or international business practices.





## Talent Diversity and competitiveness will fuel the Future of Work

The 2018 Global Talent Competitiveness Index (GTCI) report found that Switzerland still leads the way in terms of talent competitiveness, followed by Singapore and the United States.

The GTCI ranks countries and cities by their ability to grow, attract and retain talent. In general, European countries continue to dominate the GTCI rankings, with 15 in the top 25. The study measures the performance of 119 countries, using six criteria or “pillars”:

### Overall ranking Country score

1	Switzerland	79.90
2	Singapore	78.42
3	USA	75.34
4	Norway	74.56
5	Sweden	74.32
6	Finland	73.95
7	Denmark	73.79
8	United Kingdom	73.11
9	Netherlands	72.56
10	Luxembourg	71.64



- **“Enable”** looks at the regulatory, market, business and labour landscapes and whether they help attract people, or put them off.
- **“Attract”** assesses how open a country or city is to outside

talent – whether that’s people or businesses – and also to those from underprivileged backgrounds, women and older people.

- **“Grow”** examines how well a country or city develops its people, for example, through a good education system that offers lifelong learning.
- **“Retain”** looks at how nice it is to live there; one of the main components of talent retention is quality of life.
- **“VT Skills”** measures the availability of workers with vocational and technical skills.
- **“GK Skills”** looks at the availability of global knowledge skills (workers in professional, managerial or leadership roles).







Whilst the top ten countries have several key characteristics in common they share one major feature: they all have a well-developed educational system providing the social and collaboration skills needed for employability in today's labour market.

The other characteristics in common between the top-ranking countries include a flexible regulatory and business landscape; employment policies which combine flexibility and social protection; and external and internal openness.

8 out of the top 10 ranking cities are located in Europe, and 2 in the United States of America. High-ranking cities show similarities. As in the case of countries, over time, higher GDP levels naturally lead to higher technology penetration, creating ecosystems with better quality education, business, healthcare and infrastructure. This virtuous cycle leads to stronger talent competitiveness. In addition, higher-ranked universities attract a superior calibre of teaching and

research staff, providing more skilled talent to the labour market. The energy and innovativeness of local leadership (including mayors and 'talent agencies') can also play a significant role. The impact of dense and efficient information networks is particularly important when it comes to attracting and retaining talent, as shown by the performance of 'smart cities' such as Singapore, Dubai, Abu Dhabi, or Doha.

### Switzerland

Switzerland was ranked first in the Index for the fifth time. The three main reasons for this are:

Switzerland has a high standard of living. Switzerland offers interesting jobs, high salaries and good career opportunities, and therefore provides a high standard of living. This enables the country to keep specialist staff within Switzerland (ranked 1st in the Retain category). Secondly, Switzerland provides good education and vocational training; the 'dual system' is

among Switzerland's greatest strengths. The dual education and vocational training system is one of Switzerland's greatest strengths. The high level of formal education and good opportunities for further training and development mean Switzerland ranks very highly compared to other countries worldwide. The country ranks third in terms of both professional and technical skills and development opportunities. Thirdly, there is an efficient legal system and a healthy market environment. This strong framework enabled the country to reach second place in the study's Enable category.

Switzerland's strengths and weaknesses. Switzerland ranks extremely well when it comes to international cooperation (ranked 5th in External Openness). It offers individuals the opportunity to complete their education and build a career irrespective of their economic status (ranked 2nd for Social Mobility). However, Switzerland does not fare so well when it comes to openness within its borders, i.e.

the social integration of minorities (ranked 13th for Internal Openness). The country also underperforms compared to other nations in the area of gender equality, placing 86th among countries with female employees holding university degrees and 21st for women in leadership positions.

### Diversity for competitiveness

In addition to the talent competitiveness ranking, this year's report investigated the theme of 'Diversity for competitiveness'. Three types of diversity were distinguished: cognitive, identity and preference (or value). The theme of diversity (collaboration between people with different personalities, knowledge sets, experiences and perspectives) was chosen because it plays a critical role in linking talent policies to innovation strategies. Paying attention to demographic diversity nurtures a sustainable and innovative future and helps organizations to retain and develop talent. Nevertheless, the report highlights that there is a cost to diversity: people are often ill equipped to collaborate with others who are different from themselves.

The in-depth supplementary analysis of the 2018 report reveals how organisations, cities and nations are approaching diversity. It reveals that diversity is not an end in itself, but must always be accompanied

by a culture of inclusion in order to flourish and have real impact. Targets and statistics cannot replace cultural acceptance and openness. GTCI findings, however, show that there is no absolute model for diversity and inclusion. Switzerland, for example, does not score as well as its top GTCI position would imply on leadership opportunities for women. The Nordics score remarkably well on most variables related to collaboration, internal openness, social mobility and gender equality, but they struggle in external openness, and hence in attracting talent.

The report is published by INSEAD, the Business School for the World, in partnership with the Adecco Group and Tata Communications. Two comments from the authors of the report are worth highlighting. Peter Zemsky, Deputy Dean and Dean of Innovation of INSEAD, maintains that "Diversity is a crucial leverage for innovation".

He stresses that "Frameworks for organisational leadership emphasise the behavioural importance of networking externally rather than internally. Today, fuelled by the explosion of information in the knowledge economy, exploiting local innovation opportunities is becoming more important for the competitive advantage of corporations than exploiting R&D at corporate headquarters." Secondly,

Vinod Kumar, Chief Executive Officer and Managing Director, Tata Communications, asserts the view that: "As digital transformation becomes a priority for more and more organisations, highly automated technologies fuelled by AI are entering the workplace. As humans and machines start to work side-by-side, businesses must start viewing talent and diversity generated competitiveness as extending beyond humankind to include machine. In accepting the primacy of digital infrastructure, neither talent nor diversity will be considered as exclusive to people alone."

The full report can be downloaded at: <https://gtcistudy.com/wp-content/uploads/2018/01/GTCI-2018-web.r1-1.pdf> There is also a You Tube video at <https://www.youtube.com/watch?v=TvBAI3t7VZc&feature=youtu.be> Visit <https://gtcistudy.com/talent-positioning-system/#> to test the new GTCI talent positioning system (TPS). This purports to locate the city and country best suited to your talent. It asks for input on the areas of your personal and professional life that matter the most to you and then recommends the best countries or cities based on your selection. The Talent Positioning System compares countries and cities across influencing factors including the cost of living, education, quality of life and business potential.

# Talent Management: Research Insights

Two articles and one research report are highlighted below. With different foci taken together they add some valuable insights and perspectives on our understanding of the practice of Talent Management

## The New Rules of Talent Management

### Harvard Business Review

A series of three articles in the Harvard Business Review adopts the theme of agility in

HR. *“Agile isn’t just for tech anymore. It’s been working its way into other areas and functions, from product development to manufacturing to marketing—and now it’s transforming how organizations hire, develop, and manage their people.”*

In **HR Goes Agile** Peter Cappelli and Anna Travis identify what HR can learn from the ‘tech world’. The authors argue that this ‘learning’ involves move away from a rules- and planning-based approach toward a simpler and faster model driven by feedback from participants.

Performance Management: They suggest that this new paradigm has really taken off in the area of performance management. For example the dropping of the “charade” of the annual performance review, switching instead to frequent performance assessments often conducted project by project. They argue that companies who have most effectively adopt agile talent practices invest in sharpening managers’ coaching skills. Supervisors at Cigna go through “coach” training designed for busy managers: It’s broken into weekly 90-minute videos that can be viewed as people have time. The supervisors also engage in learning

sessions, which, like “learning sprints” in agile project management, are brief and spread out to allow individuals to reflect and test-drive new skills on the job.

Teams: Traditional HR focused on individuals—their goals, their performance, their needs. But now that so many companies are organizing their work project by project, their management and talent systems are becoming more team focused. Groups are creating, executing, and revising their goals and tasks with scrums—at the team level, in the moment, to adapt quickly to new information as it comes in. (“Scrum” may be the best-known term in the agile lexicon. It comes from rugby, where players pack tightly together to restart play.) They

are also taking it upon themselves to track their own progress, identify obstacles, assess their leadership, and generate insights about how to improve performance.

The second article is **Co-Creating the Employee Experience** by Lisa Burrell. Companies that are that are adopting agile talent practices are increasingly addressing how employees experience the workplace—in some ways, treating them like customers.

Dominic Barton, Denise Carey and Ram Charan conclude the series with **One Banks Agile Team Experiment**. The bank in question is the Dutch based ING. ING needed to become nimbler and more user-focused to serve its 30

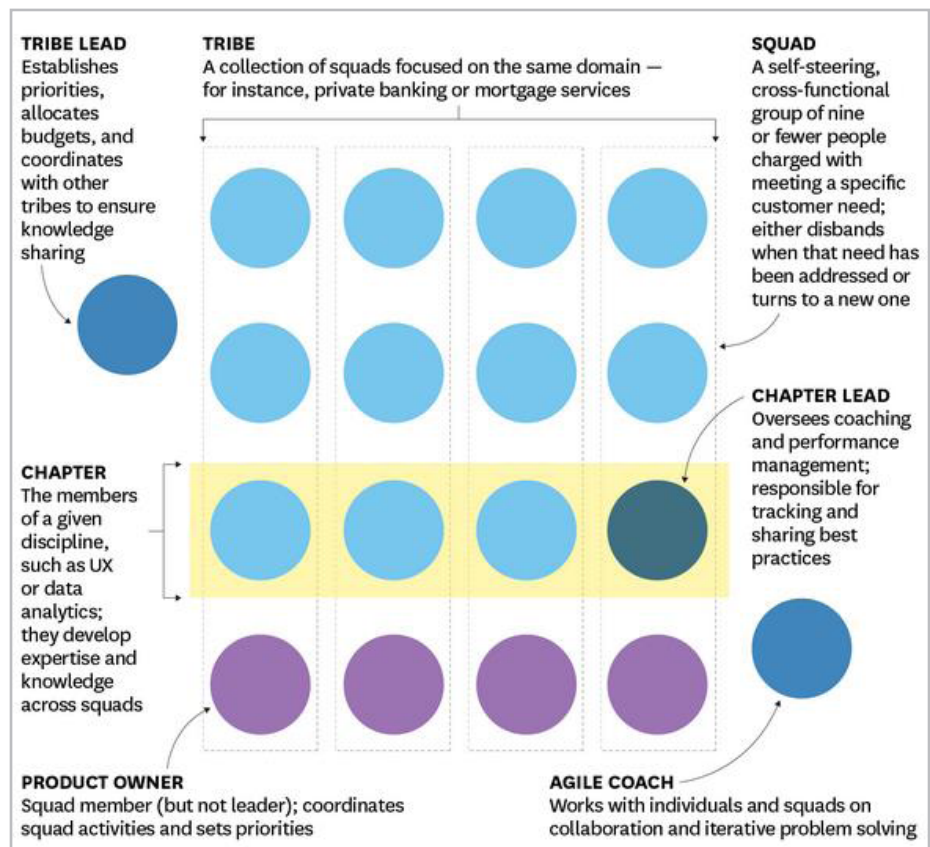


Figure: Tribes Squads and Chapters in ING; HBR, 2018



million-plus customers across the world at every point in their financial journeys. A first step was to envision a new agile, team-based system for deploying, developing, and assessing talent. Subsequently, the headquarters of ING Netherlands, home to some 3,500 full-time employees, had replaced most of its traditional structure with a fluid, agile organization composed of tribes, squads, and chapters. This organizes people by domain, customer need, and function. After experimenting with this structure in its Dutch retail unit, the company decided to roll it out more broadly.

Thirteen tribes were created to address specific domains, such as mortgage services, securities, and private banking. Each tribe contains up to 150 people. (Employees in sales, service, and support functions work outside this structure—in smaller customer-loyalty teams, for instance—but they collaborate with the tribes.) And each has a lead who establishes priorities, allocates budgets, and ensures that knowledge and insights are shared both within and across tribes.

The authors argue that implementing an agile talent system doesn't mean embracing chaos. "In fact, a system that's well designed observes clearly defined rules and safeguards to ensure institutional stability. Every tribe, for example, has a couple of agile coaches to help squads and individuals collaborate effectively in an environment where employees are encouraged to solve problems on the ground rather than pass them on to someone else".

*The New Rules of Talent Management; Harvard Business Review, March-April, 2018*

### HRM and Talent Management



This paper, authored by Alison Glaister, Gaye Karacay, Mehmet Demirbag and Ekrem Tatoglu investigates the link between HRM practices, talent management (TM), and firm performance and examines the role of HRM/business strategy alignment in an emerging market context. Through survey evidence gathered from 198 respondent firms based in Turkey, this study shows that TM, when focused on a series of practices aimed at developing workforce networks and social capital, is a key transmission mechanism mediating the relationship between HRM and firm performance.

HRM strategy and business strategy alignment increases these performance impacts but is not an essential component in the HRM-TM-performance link. Understanding the difference between HRM and TM is critical in organisations wishing to drive business performance. The authors suggest that HRM covers all of a firm's employees, while TM is applied to exclusive pools of people, positions or practices which have been shown to drive firm performance. It is this difference which means that TM practices and HRM practices are often confused, which can be challenging in HR practice. However, the authors

assess research to explain the role of talent management in understanding the contextual value and different contributions that key people make to the firm's performance.

Further insight on this research is also available in the CIPDs online publication "In a Nutshell" No 75

*Human Resource Management Journal; Vol 28, No 1, 2018*

### Talent Management evolving to meet fresh challenges



In-depth case-study research by the UK's Institute for Employment Studies shows how organisations at the leading edge of talent management are adjusting their priorities and evolving their practices to align with ever-shifting business challenges. The organisations involved in the research included Rolls-Royce; PwC; Standard Life and the UK civil service.

The study found that employers across a range of sectors adopt a best-fit approach to talent management, as opposed to simply lifting and copying so-called best practice from elsewhere. So, they start with the people issues that the business needs to address and align everything they do with that business context. They still pay close attention to talent pipelines and succession planning for executive and leading specialist roles and for some critical operational roles lower down the organisation.

However, there is increasing emphasis on sustaining active skill and career development for broader core professional groups.

## Talent Management: Research Insights

Professional expertise is hard to recruit in many occupations and sectors, and experienced professional employees are often targeted by other employers. These people are the backbone of expertise in the business, and they need to keep up-to-date and flexible to take businesses forward. The research sees a strong emphasis, for example, on the continuous development of the engineering workforce in Rolls-Royce, and finance professionals and consultants in PwC. The Civil Service is also strengthening professionalism in a range of occupations, alongside

its well-established approaches to attracting and developing future leaders.

Management development remains high on the agenda but especially strengthening the skills of all first line managers for their crucial role in engaging and developing others.

With an ageing workforce in many UK businesses and occupations, bringing in the right kinds of young people for the future in a wide range of occupations is now a much more explicit aspect of talent management.

It is increasingly linked with creating a more diverse and inclusive workforce and organisational culture, to bring fresh thinking to business challenges. Recruitment, development and promotion practices are being used to challenge stereotypes more strongly and shift diversity at senior levels more rapidly.

*Institute for Employment Studies, 2017; Talent Management: learning across the sectors*

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# EAPM Event Calendar

Date	Event	Location	Internet link
01.-02.11.2018	26th PERYÖN People Management Congress	Istanbul, Turkey	
07.-08.11.2018	CIPD Annual Conference and Exhibition	Manchester, UK	
07.-08.11.2018	HR Norge – HR Forum “Leadership, Strategy and the role of HR”	Oslo, Norway	
15.11.2018	APG – 51º Encontro Nacional da APG: «Novos Rumos na Gestão das Pessoas: arte, ciência e humanidade»	Lisbon, Portugal	
15.-16.11.2018	DGFP//Congress – Navigating Future	Köln, Germany	
20.11.2018	HENRY & Alma Talent – HRx 2018	Helsinki, Finland	
27.-28.11.2018	CIPD – HR Analytics Conference and Exhibition	London, UK	
27.11.2018	CIPD Northern Ireland Annual Conference	Belfast, UK	
06.12.2018	NVP – HR Proffie	Nijkerk, The Netherlands	
11.-12.2018	CIPD – Employee Experience Conferences	London, UK	
19.12.2018	ISHR – HR Excellence conference	Kfar Saba	

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