

Editorial: New Research on Global Talent Management

INTRODUCTION

This Special Issue is dedicated to current issues in talent management. Despite all the research around talent management the main theoretical and practical importance of this special issue is the focus on research oriented to the critical issues related with strategic talent management, global talent management, talent retention, international mobility, talent pipeline, cross-cultural learning and training, and human resource development strategies. Moreover, it also integrates theoretical, empirical, review and model-building contributions in human resource development.

Talent management is defined as 'activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organisation' (Collings & Mellahi, 2009, p.304).

Strategic talent management offers a distinct approach to the management of human resources development and a response to the changes occurring in a turbulent environment, a means of improving firm performance (Joyce and Slocum, 2012), reducing employee turnover (Ballinger, Craig, Cross and Gray, 2011) and achieving sustainable competitive advantage (Iles, Priest and Chuai, 2010).

Research focusing on strategic talent management has increased recently and the topic has fostered publications in leading journals: *Journal of International Management* (e.g. Beechler, S. and Woodward, I. C., 2009); *Rev. Organ. Psychol. Organ. Behav.* (e.g. Cappelli, P. and Keller, J., 2014); *Management Research News* (e.g. Chuai, X., Preece, D. and Iles, P., 2008); *Human Resource Management Review* (e.g. Collings, D. G. and Mellahi, K., 2009; Dries, N., 2013; Gallardo-Gallardo, E., Dries, N. and González-Cruz, T. F., 2013); *The McKinsey Quarterly* (e.g. Guthridge, M., Komm, A. and Lawson, E., 2008), and also research on strategic talent management has become one of the most popular of the themes submitted to EURAM, EGOS and UFHRD in the last few years.

The discussion around the concept has been explored for several researchers like Boudreau and Ramstad (2005) defining talent management as a decision based on the planning, definition and implementation of human resources development strategies, which make possible to identify the key employees that contributes to the sustainability of organisations. The aim is to increase employees competencies (Meyers, *et al.*, 2013), and place them in positions where they can be challenged to develop their potential (Buckingham & Vosburgh, 2001; Yost & Chang, 2009).

Human resources development practices attempt to potentiate the knowledge, skills and abilities of employees and some of these practices include training in management skills, international challenges, leadership experiences, job rotation, coaching or mentoring (Dries & Pepermans, 2008).

On another perspective Michaels *et al.* (2001) define talent as a set of employee skills, namely, their knowledge, experiences, intelligence, insights, attitudes, character and their ability to learn and develop themselves (Gagné, 2000) which allows them to act with excellence performances (Gallardo-Gallardo, *et al.*, 2013).

However it's important to emphasize about the fundamental alignment between individual talent and organisational performance, which need to be analysed according to the culture, the environment, the type of work (Jericó, 2001), and the business goals and the organisations strategies assuming a strategic perspective (Becker, *et al.*, 2009).

Despite all the research around talent management the main theoretical and practical importance of this special issue will be the focus on research oriented to the identification, achievement and management of critical

competencies associated with skills portfolio and the skills gap as the core of the concept of strategic talent management.

Within a holistic approach of business strategy, where different components impact the long term competitive advantage for the organisations, the wider strategic talent management context of employee attraction, retention and development can certainly claim a large share of the added-value chain.

Furthermore, as previously referred, the editorial boards of leading human resource management and organisational psychology journals launched several calls for papers in the field of talent management.

Although the above mentioned steady flow of relevant research across talent management subfields, most articles still make scarce reference to its integration within business strategy, therefore there is still opportunity for further theoretical, review, model-building and evidence-based research.

Lastly, in a management practitioner perspective, over the past several years' talent management has been consistently rated as one of the human resources subtopics with the greatest need of action (BCG/WFPMA 2014). Survey findings from several renowned professional organisations and institutions, such as the Boston Consulting Group, Deloitte, PricewaterhouseCoopers, CEB, the World Federation of People Management Associations, the European Association for People Management or CIPD, among others, confirm the critical relevance of talent management for a the success of a human resources customer-centric approach, for both private companies, public sector and third sector organisations.

2. WHY A SPECIAL ISSUE?

This special issue is focused on contributions to theory development and also to a practical dimension with studies analysing the impacts for organizations, namely, the study of conceptualization of talent management, global talent management, and leading talent employees.

The articles of the special issue forge a strong connection to theory and promote the transfer of research results to real-world management practice, contributing for the answer of the questions presented on Table 1.

Table 1: Talent Management Critical Questions with Contribution from the SI Research

	Questions (?)
Talent Management	What talent management challenges and advantages can be identified in the Era of digital?
	What theoretical models and concepts can be used on Talent Management?
	What is the role of management strategies on talent management?
	What are the major competitive advantage elements that could be driven from a strategic talent management approach?
	How talent management deliverables impacts economic and customer value?
	How can organisations effectively address talent gap analysis?
	How is talent management related to career expectations and outcomes of individuals, organisational performance, and knowledge transfers?
	How can organisations use strategic talent management in specific sectors and businesses?
	What are the connections between strategic talent management and knowledge frameworks?

Finally, the objective of this Special Issue was to draw together scholars who are working at the forefront of this research domain. This includes strong theoretical, conceptual and empirical papers using quantitative or qualitative approaches to global talent management.

About the Research papers

The Special issue is comprised of 10 well researched and documented papers. Each paper is of its own kind dealing a particular issue.

The article **4.0 Leadership Skills in Hospitality** (Sousa *et al.*, 2019) analyses leadership skills in the hospitality sector in the era of 4.0 industry. This is a quantitative study based on an online survey. The results of the research are the identification of the leadership skills profiles, being this research significant for managers and leaders when developing organizational interactions from a multi-level efficacy perspective.

In the article **Employer Branding: the power of attraction in the EB Group** the authors (Ribeiro *et al.*, 2019) examine the power of attraction of the EB Group, as an employer brand. A self-administered survey was collected from a sample of 100 participants. The study has several practical implications and proposes managerial implications for companies.

The article **Strategic management and retention of talent: challenges in the Portuguese Army** (Rosado *et al.*, 2019) addresses the urgency of retaining talent in the Portuguese Army, at a time when this branch of the Portuguese Armed Forces is confronted with new assignments, missions and challenges.

In the article **Complex Environment Calls for Complex Thinking: About Knowledge Sharing Culture** the author (Block, 2019) enhances the understanding of how organisations can master global disruptions and take advantage of them. This is a conceptual article which analyses organisation-environment-relations, the theoretical umbrella adopted was the system theory and incorporates the concepts of innovation and knowledge sharing as well as theory of organisational culture.

The article **Development of Emotional Competencies through Outdoor Training. An analysis within the University Context** (Gómez *et al.*, 2019), contributes to a better understanding of how to develop emotional competencies of Management students, based on a review of the literature on emotional competencies, experiential learning and Outdoor Training. The results of this study were obtained through an experimental design pre-test/post-test/re-test with data from 108 students. The finding allows to conclude that the participants of the Outdoor Training significantly improved their emotional competencies.

In the article **Privatization Process and Talent Management in Angola** the authors (Costa *et al.*, 2019), make a inductive research, based on a non-probabilistic sample. The article presents the set of causes that were the basis of the failure in the privatization processes taken place in Angola and analyses the role of the talent management in that process.

The article **Ethnography and management Talent as a tools to knowledge sharing in the Consulting Sector** (Costa *et al.*, 2019), identifies the current KM practices in a consultancy organization. The results showed an organization with employees willing to share their knowledge and obtain it through methods that involve the participative observation employed in ethnography as in the Socialization process of the SECI Model.

In the article **Organizational culture and quality management practices in the hospital sector** (Sousa, 2019), the author focuses the research in the identification and understanding of the organizational culture dimensions and its relation with the quality management practices in the hospital sector. A case-based research was implemented in two major public hospitals, with quantitative and qualitative methods, through multivariate and thematic analysis. The findings refers that the existence and intensity of a particular set of organizational culture dimensions was an important factor in the implementation and development of the quality management systems of the hospitals studied.

The paper **The effect of incorporating a Human Capital's Analysis into Strategic Planning** (Gandrita and Rosado, 2019), studies the relation between Business Strategy and Human Capital and of how the introduction of a clear human capital analysis in early stages of strategic planning impact Strategy Execution and the company's achieved results. The findings show that Human Capital and Business Strategy have an intimate relationship and the study conclusions point towards the need of rethinking the classic tools used in strategic planning, in order to diminish the Strategy Execution GAP and to help companies achieving better results.

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We hope the Special issue will provide answers to the questions to the readers on different aspects of the topic given on Table 1.

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