Talent management: art or science?

The invisible mechanism between talent and talent factory

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I realized during this thesis that sometimes fine words butter no parsnips and the real core of a thesis is the action we setted. Of course, action means in our case – since we are two authors – that a certain degree of negociation was made in order to implement it. Unfortunately, it was not an easy task even when I wanted to dedicate this thesis to my uncle who was died during this school year. Is it a cultural issues and simply a problem of interaction? All argumentations are possible but none of them can answer perfectly this issue. Thanks to this situation I really learned that team spirit might be sometime very
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Abstract

Talent management has been a heating-up topic in recent years. It has a positive effect on the ability to create a compelling, productive, and valued enterprise for all stakeholders — employees, customers, business partners and investors. Moreover, talent management facilitated talent flexibility and enables the rapid growth of the business, ensuring rapid alignment with the requirements established by business leaders as the company evolved. Meanwhile, the importance for a company to attract and retain a high-quality workforce is moving into the boardroom agenda, more and more attention is pain on this acute topic.

In this thesis, we are doing the research on how to build up a talent factory within the company – how to recruit the most outstanding people to meet the business needs, how to maximize the potential of employees, how to put the right people in the right position and finally how to keep the best people in the company. In order to achieve it, we conducted our research from different methodologies (literatures, case studies, interviews) to find the answer our research question: is talent management a science or an art in order to build up a talent factory? At the end, we came out of our own understanding about the talent management and the accommodations of building up a talent factory.

Key words: talent; talent management; talent factory; process; leadership; learning organization
To Patrick van Dongen,

Who died in the prime of life

Pierre Devos
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The first part of our thesis tackles three distinctive but connected chapters that enable readers to understand the real basement of our thesis. The first chapter underlines all elements that influence from the tracks of human resources management to what we currently know with the talent management. Yet, we define the outline of our thesis and this supposes choices that it is interesting for readers who want to understand the chosen path. Then we tackle the methodology we want to apply in order to build this thesis. In order to conclude this first part, a review of the current literature of talent management is made.
PART I

Chapter1: introduction

In order to introduce our thesis, it is essential to understand our ‘step by step’ train of thought that enabled us to talk about the specific research field: talent management. Indeed, it is unthinkable that we tackled any evasive theme and therefore passed through a lot of essential concepts because the essence of a thesis is not to speak generally but within a specific domain. On the contrary, we will attempt to develop a field where we can become a kind of expert and therefore perhaps to add our ”way to see things”. In order to achieve this goal, we will develop a reverse pyramid.

Within this figurative triangle, four major levels are present. Moreover, each previous steps are a prerequisite for the smooth operation and therefore it is impossible to pass to the next level if the previous step is not accomplished. Otherwise, we can see this situation as a fragile base and it likely might be wrapped. Firstly, we tackle the quiet wide concept of human resources management until the current concept of talent management. This step will form our basement. Secondly, we will restrict our framework in order to define a specific area where we noticed the lack of interest and a potential interesting field for the scientist community. Thridly, we will be able to develop deeply the uniqueness of the thesis by implementing several purposes in order to achieve at the end of this paper. The top of this triangle and the last intended step will be, of course, the thesis in itself. At the end of this introduction, we will present for longer about the layout and the structure for the latter part.
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For each step, a complete part will therefore reserve in this introduction and will be developed in details. Of course, our choice to develop this triangle does not come from nowhere but we built it in order to achieve several objectives, for instance:

- To understand the interest of focusing upon our specific area
- To develop an elaborate structure and therefore to emphasize every ties
- To present the introduction in a easy thinkable, representative way
- To understand the current situation by showing all elements did in the past
- To enable us to separate all steps
- To develop a special way until our thesis ‘s specific field
- To understand our dynamics to pass in each step
- To sort out the main issues
- In order to be clear or to clarify the whole process of our thesis
1. Background

In order to present a global background about the talent management and to understand the evolution of this theme, we analyze here the relationship that it existed until now between the employers and workers.

The evolution of talent management: from efficiency and effectiveness to talent power

Figure 2: The evolution of talent management: from efficiency and effectiveness to talent power

Resource from the talented powered organization (Cheese, 2008)

As we could see from this figure, there are three stages of the relations between employee and employer. In the very old beginning, the relation between workers and boss is just the personal control. The bosses manage talent for efficiency and they add value by inducing costs. Later the relationship came to a people development stage. The employer start to realize the value of human resource, and they manage people for effectiveness, adding value by increase quality. When it comes to twenty first century, the function of human resource department has been broaden, a new prevail concept called talent management is
known by people, which advocates managing talent for power, and the company are supposed to create the value by multiplication of talents.

1.1 Human resources management: An historical perspective

In order to find the first root of a working structure, we have to analyze the Middle-Ages. Indeed, Clermont Barnabé (1981, pp.27-51) highlights the first traces of productivity – and the delegation of duties – at this time. It is hardly surprising that a certain notion of human resources management might have found. Indeed, we can highlight the first foundation of the working structure that we currently know with both status masters and serfs. However, this relation was not the more desirable for the serfs but it was possible to underline different social classes. Even though the concept of slave – that we unfortunately know – might seem quiet close of serf, there is a fundamental distinction because the latter enjoyed certain right that enables them to have a more favourable situation than the slaves; they were allowed to go to court, to participate to a contract and so forth (Microsoft Encarta, 2008). Moreover, the owner’s status depended upon the number of slaves – what serfs was not – and therefore, it shows us that they were considered more as the current concept of tools, machines, and so forth; included within the capital.

At this period, a certain organization could be viewed with the development of guild – a medieval association with two distinctions for merchants and craftsmen. (Microsoft Encarta, 2008) The organization inside is strictly hierarchical and controlled where three different classes of workers interacted. The master was at the top of the hierarchy but he was involved in the daily work with journeymen who were able to become a master in the future. Of course, they were at an intermediary level but the apprentice was at the bottom of the scale and occupied the worst position. This latter grade was compulsory. This association marked the real beginning of the human resources management because these three aforementioned classes formed a high close-knit group. Therefore, it was possible to emphasize a certain degree of specialisation in order to produce and it enables them to interact between holders and workers.
Nevertheless, this situation evolved with the emergence of numerous events. Indeed, since the beginning of the 18th century, the new invention such as mechanization, the growing concentration within the towns, and the shift about organization for the production appeared. These new influences enable the transition from the domestic system to factory system. Indeed the mechanization does not enable workers to work at home anymore and a fundamental shift took place: the human moved through a defined location. The consequences for the human resources management were deep. Indeed, this period developed an interdependence of each position and duties. For instance, it was necessary to start and to finish the work more or less at the same time and therefore to set rules in order to develop an environment with a gathering of people.

The human resources management knew during the second half of 20th century and during the first years of the 21st century a quiet growing evolution, highly diversified upon an international dimension and deep about the mentalities and/or relations between work and capital. Indeed the HRM is marked by the link between the respective interests for workers and the capital holders; these interests are rarely spontaneously convergent and sometimes quiet difficult to reconcile. This situation might be a source of tensions and frustration. (Leys, 2005)

1.2 Evolution of the Human resource function

The evolution of HR function mainly experienced three stages: the personal department stage, the strategic human resource stage and talent management stage (Bersin, 2006). The graphic quoted from Bersin’s article named “talent management, what is it? Why now?” can illustrate these three stages quite clear.
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Figure 3: Evolution of the HR Function


Stage 1: personal department

The “Personnel Department” was existed in organization during the 1970s and 1980s, which the business function was responsible for people. This department acted the role as hiring employees, pay for the salary, and make sure they had the necessary benefits. The systems which grew up to support this function were batch payroll systems. In this role, the personnel department was a well understood business function, the talent management is not involved as well as the human resource management.

Stage 2: strategic human resource department

During the 1980s and 1990s, the concepts of “Strategic HR” emerged. In this stage, people in the organizations realized the much larger function of HR: job role design, organization design, recruiting and training the best employees, ensuring they are high
performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Their activities also include carrying out the compensation packages including welfare, insurance, benefits, stock options and bonuses. In this role, the HR department became more than a business function: it is a *business partner*, reaching out to support lines of business, the emergence of the recruiting, training and performance management has some certain connected with the talent management.

**Stage 3: talent management**

We are now in the new stage: Talent Management. While strategic HR continues to be a major function, but more focus on a new set of strategic issues:

- How can we make our recruiting process more efficient and effective?
- How can we indentify the talent’s ability and potential, make sure they are put in the right position?
- How can we provide a learning organization that develops our talent?
- How can we reinforce our system and company culture to keep this talent?

These new challenging issues require new processes and systems. It requires the integration between these processes and company’s business strategy. Top leadership and HR involvement are essential, a talent mindset and capabilities must be embedded and sustained throughout the organization, and everyone in the organization should enlist in nurture and breed the talent. Creating and developing the talent through the process in this factory has become collective responsibility. The HR function is *integrated with the business strategy* in a real-time fashion.

**1.3 A globally workforce trend**

When we come to the twenty-first century, the business environment has been completely “reinvented”. The increasingly sophisticated computers technology is just one of the core shifts in how companies operate and succeed. For most of the company, human resource has become the major source of value. In the knowledge-based economy of twenty-first
century, human capability determines the winner and loser in today’s global markets. Indeed, it is a necessary condition for which companies depends on, compete for and success. For a growing number of companies, competitive advantage lies in the ability to create a profit driven not by cost efficiency but by the ideas and intellectual know-how. The idea, knowledge, and skills from these people give the potential to produce value for company. Even though more and more people and organizations have realized the importance of human capital in the company, they dedicated millions of money to build their human resource system and supporting HR management. However, many companies complain that they do not have talented employees in their companies. Indeed, Susan Rider (2008, p19) complains the difficulty to hire talent in her text “a treasure of talent” by saying: “this (talent) has become a problem for managers in many industries, and is exacerbated by employers that don’t take pains to vet their prospects.” This situation of job-hopping is very common in most of companies or more globally in certain industries. One of the important reasons we think is the lack of attention paid on the shift of labor force market. There are three remarkable changes of the labor force market in a global level during the past decades.

The nature of work is shifting

The nature of the work shifts from the reliance of manual work towards to knowledge-based work. In other words, the primary value of a company has shifted from tangible to intangible assets. Over the last twenty years, along with the opening of new markets, the economy of the developed world has taken a revolution in the nature of work and where and how value is created. It has propelled fundamental changes in ways of working, the nature of production and value creation. Modern organizations own and employ fewer of the basic inputs of production than they did twenty years ago, and they generally produce a much smaller proportion of their output directly in their own facilities. As Peter Cheese mentioned in his new book “The talent powered organization”, twenty-five years ago, eighty percent of a typical company’s market value was based on its tangible assets, such as machinery and facilities. Only a small part of its value was attributed to intangible assets. Nevertheless, today things had been reversed. On average across all industries, only around twenty to thirty percent of value is attributable to tangible assets (Cheese,
The greatest part of a typical company’s value comes from intangibles, including its unique knowledge, capability, production process, service, logistic, marketing and relationships with clients and suppliers, its brand value and reputation. Almost all of these intangible assets are driven by human talent. That is why General Electric Company make its business slogan as “great people plus great team is money”. The CEO of GE company Jeff Immelt mentioned:

*The initiative we are driving now is organic growth, if that is your initiative, it doesn’t make sense to be training people exactly the same way you trained them in past. So we identified about 15 companies that had grown at three times the rate of GDP, and asked them what they had in common, it was five things: external focus, decisiveness, inclusiveness, risk-taking and domain expertise. So we reoriented the way we evaluate and train along those lines. (Colvin, 2006)*

As he suggested the focus on the competencies that are crucial to the company’s future business needs rather than focus on broad area.

**Skill shortage and aging population**

In business world, the labor shortage is a highly contentious issue. Many human resource professionals pointed out a slowdown in labor supply growth coupled with increasing demand will cause disastrous labor shortages over the next three decades, which could seriously restrain the development of companies. Thousands of data indicate that there are not enough qualified workers in the labor pool today and that the talent pool is shrinking everyday. Take the America for example, a predicted 10 million worker shortage in 2010, and up to 35 million shortages by 2035. (Lefkow, 2005)

The aging population issue is also remarkable. A report from Population Division described that the number of older people has tripled in the last fifty year, it will more than triple again in the next fifty years. Over the first half of the current century, the global population 60 or over is projected to expand by more than three times to reach nearly 2 billion in 2050 (Cohen, 2005). In some certain industry, the situation is particular acute. In the U.S. energy industry, more than a third of the workforce already is
over 50 years old, and the aging group is expected to grow by more than 25% by 2020. The amount of workers over the age of 50 in the Japanese financial services sector is supposed to rise by 61% in following few years. Even in an emerging market like China, the number of manufacturing workers aged 50 or older will more than double in the next 15 years. (Strack, Baier & Fahlander 2008) We can see this as the following graphs.

This demographic shifting will cause a lot if the company didn’t prepare it in advance. As employees get older and retired, companies will risk of losing critical knowledge and skills, as well as vacant key position. The more dangerous is if many aging employees retired in the same period, and their positions are difficult to find a person to replace, the company will run into the capacity risk (Strack, Baier & Fahlander 2008) – a potentially diminished ability to carry out the company’s business of making a product or offering a service. The same problem existed in the skill-shortage issue, as more and older employees get retired, the new employees may lack of certain professional knowledge and skills, and how to develop their capabilities and put them in the right positions according to their abilities becomes a critical issue. On the whole, the labor shortages are
caused by “no enough people” but by “no enough of the right people” for the jobs that are open at the time.

**Generation difference**

The different attitude and work style between the younger generations and previous generations is also becoming a critical management issue. It is hard to say who firstly gave the division about the Generation X and Y. According to Sheahan, an internationally recognized expert on Generation Y, Ys are those who born after 1980, they are very young, smart but also brash manner. They may wear flip-flops to the office or listen to iPods at their desk. They are seeking the work and live balance. They need the work to live, but they don’t live for work. The young generation is after a sense of purpose, they are funny, variety, respect, and they are pursuing the opportunity to do ‘real’ work that makes a difference. This is Generation Y, a force of as many as 70 million, and the first wave is just now embarking on their careers — taking their place in an increasingly multigenerational workplace.

Another researcher Bruce Tulgan pointed out that the age group is moving into the labor force during a time of major demographic change. Sixty-year-olds are working beside twenty years old. Freshly minded college graduates are overseeing employees old enough to be their parents. And new job entrants are changing careers faster than college students change their majors, creating frustration for employers struggling to retain and recruit talented high-performers (Tulgan, 2001). Generation Y is much less likely to follow the traditional command-and-control management style. They are full of curious and energetic. They’ve grown up questioning their parents, and now they’re questioning their employers.

Managers always have difficulty in motivating employees of different ages and at different stages of their careers. Understanding what each generation thinks, values, and desires is critical of creating collaborative, harmonious work environment. It is essential for managers seeking new way to motivate their talent force more those traditional forms of monetary compensation. Equally important, long-term success requires the transfer of
knowledge from one generation of leaders to the next. Organizations that fail to bridge these gaps between Generation X and Y will lose out.

Regarding the shift of the business environment which we have stated above, it is impossible for a company simply go out and recruit the people to meet the organizational need. The current discussion about those changes helping company to revise their strategies and focus more on the talent management. However the definition of talent management does not have a fixed answer, different people has different arguments about this area. As a consequence, numerous topics can be discussed in this broad area. For example, a lot of articles are written from a leadership perspective, from a cultural perspective, from process perspective, as well as a organizational perspective, which we will present much more specifically later in the literature review.

2. Framework

2.1 Our research topic

As we have introduced the background of the talent management, which is a quite broad and newly area to conduct a research. Normally, talent management has four steps including:

- Recruitment – ensuring to recruit the people who meet the organizational needs.
- Development - ensuring continuous informal and formal learning and training, discover the potential talent of employee.
- Deployment – put the right people in the right position.
- Retention- retain the talent from job-hopping

Obviously, it is such big subject, we can write the thesis from different perspective, even within the same perspective, for example, the process perspective, we can write each steps, which can dig deeply inside. Therefore, in order to narrow our research topic, we decide to explore our thesis from a process perspective. Please allow us using a metaphor here. We consider the talent management as a process, or else it can be viewed as talent
supply-chain, the company therefore can be seen as a talent factory, where talent is produced. In this factory, there are different department, or we can say different function, including recruitment department, development department, deployment department, retaining department. Recruitment likes the inventory. Development is much more similar with the produce process, where we can find the hidden potential of talent. Deployment is the warehouse, every product should put in the right position. Different from the output of the value-chain, the retention department is mainly responsible for the retaining of talent.

As a consequence, between these two concepts—the talent and talent factory, we think there is a empty gap that it is possible to underline deep links by talent management. We want to conduct a research to show the invisible mechanism between talent and talent factory.

2.2 Research question

Now, we know and understand a little bit more about the talent management and why it is our topic. However, we have to go further in order to comprehend all subtleties of the research question, we defined it as:

*Is talent management an art or a science in order to build a talent factory?*

As Drucker said “Among the effective executives I have met, there are people who use logic and analysis, and others who rely mainly on perception and intuition. There are men who make decisions easily and men who suffer agonies every time when they have to move.” (1976, p18) Management as everyone knows can be rational or emotional, it has always been a tricky subject when it has to wonder whether it is an art or a science. Indeed, in one hand, we used the term ‘art’ in order to indicate clearly the artistic, intuitive sides of human behaviour – or as layers like saying “tactic”. In another hand, by using “science” we think about the bureaucracy, the technical nature, the routine and so forth.
But in the other aspect, someone will have the question: don’t we need the techniques or machines in order to build up a talent factory? Yes, without any technology we cannot build up a ‘factory’, even those who have built up such a factory will not succeed at the end. We are used to hearing the updating of the technology within the factory, is it the same principle in the talent factory?

In conclusion, management has to be dealt with both art and science, from the same perspective, is the talent management has something to do with both art and science? Further more, is it art or science to build up talent factory? We would like to find the answer of those questions during the research, hopely, we can build up own understanding about building up a talent factory and we can become a proffessional about the talent managemnt in this factory.

3. Motivations

"Never regard study as a duty, but as the enviable opportunity to learn to know the liberating influence of beauty in the realm of the spirit for your own personal joy and to profit of the community to which your later work belongs.” (Albert Einstein http://www.quoteword.org/quotes/4080)

The previous quotation is exactly both rundown and the driving-force of our motivation. Indeed, it exudes two major elements that a thesis has to achieve. In one hand, Albert Einstein teaches us that all works – and for a thesis as well – are an opportunity to learn. In another hand, he lays emphasis on the potential community that might be interested with the produced work. These two aspects might be, therefore, our target in order to develop this thesis. However, as it was mentioned several times by our both tutors: “the quality of a thesis depends highly upon the writers’ motivations” and therefore our first intended audience is undoubtedly to write for ourselves and then for external audience. At the first sight, this argument seems to be a little bit selfish but one major, opened question to answer is: “how is possible to convince other readers if we are not motivated or convinced by ourselves?"
Our purpose is, here – within this thesis – to write not only as a study, as a personal knowledge and capability improvement, but also to represent our audience a unique perspective we’ve been thinking about.

3.1 Personal motivations

The concept of talent and talent management are certainly a high-sensitive subject for students in our case. Indeed, some of us start to plan their professional future while we are in the last cycle of the education. In this case, an incredible amount of questions might come to us in order to answer them and therefore to create an effect of calming down: What will be our future? Do we have a place in the society? If so, which one? How does one perceive the future? As a talent, can we find a place to develop our potential? And so forth… By the way, we will therefore be able to fulfill some of these questions and to reduce, more or less, the distance that it might exist between the definition of work from students and from professionals.

3.2 Literature motivations

The plentiful literature in the past few years about the talent management shows us the importance of this theme in the world of corporate management. This function is often viewed as starved of affection from the fact that the interest from workers and shareholder are not compatible. Moreover, this function was become what it is thanks to the pressure of the current economical and social context an element for the strategy in organizations. (Barraud, 2000, p 2)

In order to maximize the business impact of any key asset, it is necessary to understand its contribution and how it is built and deployed over time. For “tangible assets”, such as buildings and money, the value is easily shown in the balance sheet and can be monitored over time. However, much of the organization’s share value is made up of “intangible assets” including the value of people’s potential and actual contribution. This value can be described as human capital, human resources, and human assets- or simply as “talent”.
Chapter 2: Methodology

Thanks to the current picture of the literature about the talent management and its process, we are thereby aware of the whole background within this field and now, we can therefore pertain to focus on the intended methodology. “Which is the methodology used in order to build this thesis?” is a major issue – for us but for the audience as well – because it represents the “way of thinking about and studying social reality”. (Strauss & Corbin, 1990, p4) Since methodology highly depends upon “our way of thinking”, it is quite essential to explain it by reserving a few pages. That is why the purpose of this chapter is to provide a clear overview of what methods we are going to apply in our research.

As the name of our thesis let understand, we try to develop here the concept of the “invisible mechanism” in order to tie the concept of talent and a key goal of companies: the talent factory. We speak here about a mechanism because it is the symbol of the whole process – that might have – in order to achieve the goal that companies have a talent pool. Indeed, for the moment we have a black box for which we have to open it. Our first two goals are undoubtedly to underline the concept of talent and talent factory. Secondly, we will develop our personal link in order to build up talent factory by using the talent management. Moreover, the usefulness of the term ‘mechanism’ insists about the process that might exist within the talent management field. To achieve this, the following methodology will be used in our research.

2.1 Grounded Theory

The grounded theory has been introduced as a method for social science by Claser and Strauss in the 1960s with their monograph “the discovery of grounded theory”. It is “a qualitative research method that uses a systematic set of procedures to develop an inductively derived grounded theory about a phenomenon. The research findings constitute a theoretical formulation of the reality under investigation, rather consisting of a set of numbers or a group of loosely related themes.” (Strauss & Glaser, 1967, p24)
Moreover, “the methodological thrust of the grounded theory approach to qualitative data is toward the development of theory, without any particular commitment to specific kinds of data, lines of research, or theoretical interests.” (Strauss, 1987, p5) Therefore, the grounded theory represents an opportunity for this thesis in order to achieve one of our goals by researching a new way for the development of theory.

The grounded theorist starts their researches with collecting data (Strauss & Glaser, 1967). These data is where theory generated from. Therefore, the process of collecting data is a critical and essential part of the research. With the research problem being to observe and understand how to build a talent factory by talent management, it is obvious that only qualitative data could address and lead us finding the answer of this question in all its facts.

By the term “qualitative research”, Strauss (1967, p17) define it as “any kind of research that produces finding. This sort of research would be made by researchers within the social and behavioral sciences. This is comprehensible when we underline one of the reasons to use qualitative research. Meanwhile, Strauss argues (1967, p19) that it pertains to the “nature of the research problem. Qualitative methods can be used to uncover and understand what lies behind any phenomenon about which little is yet known. It can give the intricate details of phenomena that are difficult to convey with quantitative methods.” Indeed, contrary to the quantitative research, qualitative ones let a certain degree of freedom, flexibility in order to gather information. Therefore we can underline the sources where it is likely to find qualitative data’s: observations, interviews, documents, literatures, videotapes and so forth. As our thesis is much more centered on human behavior within the talent management, we can understand that we need to handle this thesis thanks to the qualitative research.

2.2 The use of literature

“The library is like many people talking to you. All you have to do is listening.” (Anselm Strauss)
The first stage we will do is to read the literature as much as possible in order to have a general understanding about this topic. As Strauss and Corbin argued (1990) it is not necessary to master the field by thoroughly reviewing literature before starting the research. The literatures here can be newspapers, books, journals, articles, and so forth. In deed, literature is used somehow throughout all stages of the research, they also stressed that “there should be some searching out of the literature during the research itself, an actual interplay of reading literature and data analysis.” (1990, p54)

But meanwhile, Strauss and Corbin think that it has counterproductive effect of reading too much literature as it constrains the mind in finding and generating new theory. It is important for researchers develop new categories without bearing in mind certain expectations caused by literatures. We will balance the productive and counterproductive when doing the research. That means maybe one of us read a lot in order to “master” this theory field, the other one can have some fresh idea in order not constrain in our mind.

### 2.3 Case study

In the second stage, we will use some case studies to flesh out our theoretical analysis. According to Yin (2002, p2) that “the case study is used in many situations to contribute to our knowledge of individual, group, organizational, social, political and related phenomena…. The case study method allows investigators to retain the holistic and meaningful characteristic of real-life events such as organizational and managerial processes”.

The study case of Canadian Forces was clearly established to us because it represents quite nice the current challenges that organizations have to face. Indeed, this case tackles the link between leadership and retention. Indeed, leadership becomes to be really recognized regarding the key influence even for the whole process of talent management. Indeed, a real policy was built by the leaders of Canadian Army based on the relation that it might exist between leader and subordinates. Moreover, this case demonstrates clearly the context and why it is important for the retention. The same reason can explain why choose Coca-Cola Company and P&G Company, both of two companies are doing a
fantastic job in talent management, Coca-Cola Company’s diversity culture and P&G Company’s global talent database strongly stand for our arguments, and links our theoretical level to the empirical level.

2.4 Interview

In order to collect further useful data, in the third stage we decided to contact people in this area directly. As Glaser (1992) said that the common way of collecting qualitative data is to the conductive of interviews, it enable one to acquire loads of insightful data in a very short time. As a consequence the interview to a Belgium human resource company is necessary and productive.

Indeed, as Berg (2007, p92-97) teaches us that semi standardized interview represents a relevant compromise between rigidity and flexibility for our interview. In one hand, we necessary need predefined questionnaire in order to receive experiences, advices from our tutors about its development but also for the sensibility certainly cleverer than ours (Strauss & Corbin, 1990) Using this method, we will be therefore able to adapt our question to the situation. Berg (2007, page 99) also advices us to start the development of a questionnaire by determining the nature of our investigation and the intended purpose of the research.

Thus the advantage of this interview for our thesis is that it gets a strong adequacy between objectives we want to achieve and the gathered information. Indeed, the interview, as we made with the case of Manpower, really enables us deeply to target hazy areas which remain through the theory. In the other hand, the core nature of our investigation has contributed to our learning of elements more abstract such matter as notions of feelings or perspectives. Yet, studies realized about the art to manage talent are quiet rare and therefore it was important for us to develop our own investigation in order to fulfill this gap. Clearly, this interview enables us to make a distinction between theory and specificities that practice level needs. That is why all the aforementioned reason push and convince us that interview was a great balance between the two sides of our research question (art and science).
2.5 Conclusion

These three major steps will be undertaken during our research in order to gather useful data and develop our thesis. Indeed, our research question does not enable us to collect easily information and therefore we need to use different systems in order to have a sufficient numbers of data. Nevertheless, we do not focus on the same perspective of gathering since we collected both primary and secondary data.

In sum, we applied both secondary and primary data collecting approaches in order to interact as much as we can with the empirical and theoretical levels. We would like to use the comments that Strauss made about the different types of qualitative research and their interactions: “The research findings may be used to: clarify and illustrate quantitative findings, build research instruments, develop policy, evaluate programs, provides information for commercial purposes, guide practitioners’ practices, and serve political ends, as well as for more scientific purposes such as the development of basic knowledge.” (p21, 1967) As Berg said “Each method reveals slightly different facets of the same symbolic reality. Every method is a different line of sight directed toward the same point, observing social and symbolic reality. By combining several lines of sight, researchers obtain a better, more substantive picture of reality a richer, more complete array of symbols and theoretical concepts; and a means of verifying many of these elements. The use of multiple mines of sight is frequently called triangulation” (2007, p5)

Moreover, while the case studies provide illustrations or instances – and therefore it has a mission to describe the second part of our research question: the invisible mechanism between talent and talent management, the interviews enable us to relate what the reality is and therefore, help us to resolve the dilemma between art and science.
Chapter 3: Literature review

Talent Management process is typically found in numerous parts of an organization and literature. However, there is no authority publish about this topic, neither the scientific and systematic description of talent management. Many organizations struggle align their talent management under one cohesive strategy, but it may be a considerable challenge to make this happen. Our review on this issue analysis the different arguments from possible literatures, starting from the definition of talent and talent management, we focus more on the process perspective which we apply for our thesis. Then we compare the talent management and human resource management, in order to walk out from the confusion made by most people. We also gave the different opinions from authors on the strategic approach of talent management. Finally, we listed some challenges and exited problems that we found during our literature analysis.

3.1 Define the talent

In 1997, a McKinsey study coined the term: war for talent. Since then talent management has become a fashionable subject within management and human resource practitioner literature. Ten years after its study, with a demographic landscape dominated by the looming retirement of baby boomers in the developed world and the shortage of young people entering the workforce in Western Europe, the talent issue becomes much more acute. As a consequence, talent and talent management has becoming a heating up topic everywhere. (Michaels, E Handfield-Jones, H & Axelrod, B, 2001)

As competition for critical talent heats up, organizations must rethink the actions they take to retain and attract talent. To begin, they must identify the segments of the workforce that drive current and future growth. (Dam, 2006) However, despite its popularity, there continues to be no clear definition of talent and talent management. Its research is not grounded in academia, but rather in the work of consultants, technology providers, recruiters and other self-serving third parties. The definition of “talent” and “talent management” varies between organizations, or within the researchers in this area.
Many organizations seek to map individuals across the organization in terms of performance and potential, and it is those who are identified as high performers with high potential are most often the focus of talent management.

The research results suggest that most definition of “talent” refer to potential, in particular high potentials. For example, Goffee and Jones (2007) define talent as “handful of employee whose ideas, knowledge and skills give them the potential to produce the disproportionate vale from the resource they have available from them”. The definition from Tansley, Harris, Stewart and Turner (2006) is “talent can be considered as a complex amalgam of employees’ skills, knowledge, cognitive ability and potential. Employees’ values and work preferences are also of major importance.” But the problem here is everyone could be considered as high potential at different points in time of different organizations. While in some organizations an individual may need to reach a certain level in the hierarchy in order to be considered high potential. It is for every organization to decide for themselves how and who to label as high potential.

For some researchers talent may be defined as a critical abilities set which is difficult to obtain in the labor market or scarce of skills. For example, Ingham (2006) considers people who are in the key position, the leader team, the individual who has the scarce capability or make particular contribution to the organization is talent. While to Cheese talent means the “total of all the experience, knowledge, skills, and behaviors that a person has and brings to work. Talent therefore is used as an all-encompassing term to describe the human resources that organizations want to acquire, retain and develop in order to meet their business goals.” (2008, p37)

In 2006, Lewis and Heckman wrote a talent management review, they view talent as “valuable, rare, and hard-to-imitate but the specific prescriptions regarding talent are not always clear.” They argued having talented people is clearly implied but it is not clear how to separate the contribution to value of technology versus people. Rarity as well has talent implications, but the contribution of “talent” to developing rare resources is similarly unclear as the unit of analysis is the organization, not the talent pool.
3.2 What is talent management?

Talent management has been called a trend or a fashion, but different researchers have different understandings about it. Some argue that the term “talent management” is a misnomer because talent cannot necessarily be managed. Some researchers consider the talent management as a mindset. (Creelman, 2004) Some argues that it is a key component to effective succession planning. (Cheloha & Swain, 2005; Redford, 2005) Some thinks that the talent management is to make sure that everyone at all levels works to the top of their potential. Different perspectives are often represented by different authors, generally, there are three main different perspectives:

The process perspective: this perspective argues that talent management should include all processes needed to optimize people within an organization. Companies should use a systems or process that enables talented individuals to carve out a successful career in their companies. Breeding and nurturing talent is a task that undertaken in organization's everyday life. A typical definition of this perspective can be seen from following

“Talent management is a complex collection of connected HR processes that delivers a simple fundamental benefit for any organization, talent management may be defined as the implementation of integrated strategies or systems designed to improve processes for recruiting, developing and retaining people with the required skills and aptitude to meet current and future organizational needs”. (Snell, 2007)

The culture perspective: talent management is more of a mindset (Creelman, 2004) taken within a set of activities. This perspective revolves around the belief that individuals will succeed if they are talented enough and that business success will follow by their personal success.

This perspective based on the presumption that every individual is dependent on their talent for success due to the nature of the market in which they operate, and is typical of organizations where there is a available internal labor market, with assignments being allocated according to how well they performed on their last assignment.
The HR planning perspective: talent management is about having the right people matched to the right jobs at the right time and doing the right things. (Mucha, 2004) This approach is generally supported by a very sophisticated IT system, which maps out various different scenario options and future possibilities. Succession planning tends to be more prominent in organizations taking this approach.

This perspective can be seen in Cunningham’s point of view. He proposes that talent management is actually two things: Aligning people with roles and aligning roles with people. The former is based on the assumption that there are agreed roles and the aim is to align people with these. The later is based on taking the people as fixed and adjusting factors in the context of the organization. (2007)

Besides the above three mainstream perspectives, there are some other perspectives:

The competitive perspective: this perspective is underpinned by the belief that talent management is about identifying talented people, figure out what they want, and giving it to them – if not, your competitors will success (Woodruffe, 2003).

This tends to be the default perspective if no other perspective is taken, if only as a retention strategy. It is also seen in the professional services firms where they generally adopt the competitive approach because their business proposition is based on the talents of their people.

The developmental perspective: this perspective proposes talent management is about accelerated development paths for the highest potential employees (Wilcox, 2005), with the same personal development process to everyone in the organization, but accelerating the process for high potentials. Hence the focus is on developing high potentials or talents more quickly than others.

The change management perspective: this perspective views the talent management process as a driver of change in the organization, using the talent management system as part of the wider strategic HR initiative for organizational change (Lawler, 2008). This can either be a means of embedding the talent management system in the organization as
part of a broader change process, or it can put additional pressure on the talent management process if there is widespread resistance to the change process.

3.3 The research conducted from a process perspective

Most of the researchers tend to define the talent management from a process perspective, which we are using in our thesis. However some of the definition seems faulty.

“Talent management is the additional management processes and opportunities that are made available to people in the organization who are considered to be ‘talent’.” (Blass, 2007) In this more than 70 pages consultant report (actually we are just allowed to read 15 pages due to the payment.), the Ashridge Consulting Company came out a conclusion that “talent management is about doing something additional or different with those people who are defined as talent for the purpose of the organization – be it top performers, high potentials, senior managers suitable for director positions, or people suitable for critical roles in the organization.” It seems that for them the talent management to find out the talent and put them into the key position and that’s all.

There are some other different definitions around this perspective as following:

“Talent management has five elements including attract, identify, deployment, development, engagement”. (Uren & Samuel, 2007) In this definition, we can see the process of the talent management, but some people will argue that attract and identify belongs to the talent recruitment step.

Powell and Lubitsh argue that “Talent management is a sequence of rational steps to do with defining talent, recruiting talent, deploying talent and developing talent.” (2007, p24) We agree that talent management is an outcome of rational actions, but is talent management also about the retention of talent? After recruit the talents, if they want to leave, if they are not satisfying the current working environment, what will leaders and managers do?
“Emphasize on career and developmental opportunity, the best are able to turn their commitment to development into a source of advantage in recruiting, engaging and retaining employees.” (Younger, Smallwood & Ulrich, 2007, p21) The authors give a very complete definition about what is going to happen during the talent management, the problem is “the best are able to turn their…” Are there any tools or methods to help the organizations to turn the benefit? Is it by techniques, by leadership or by something else?

“The need has never been greater for organizations to develop architecture within which to develop talented people. The four basic steps are….” (Emerald, 2007) This definition more focuses on the structure (architecture) of the organization to develop the talent, while the same issue existed as the Younger’s definition.

“A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs. Talent management involves individual and organizational development in response to a changing and complex operating environment. It includes the creation and maintenance of a supportive, people oriented organization culture.” (Stockley, 2003) Actually, this illustration of talent management is closest to our understanding about the talent management- to attract, develop, deploy and retain the talent involving individual and organization development. We want to explore this so called conscious and deliberate approach and connect it to our research question.

Therefore, after the review of these definitions from different authors, the same perspective they use, but there are no clear steps about the process. Some of them focus on the development of talent, some of them focus on identify the talent, a clear, science, systematic definition is needed.

3.4 Differences between human resource management and talent management

Some authors define talent management as a collection of typical human resource department practices, functions, activities or specialist areas such as recruiting, selection,
Talent management: art or science?

Managing talent, for them, requires doing what HR has always done but doing it faster or across the enterprise (rather than within a department or function). Olsen (2000, p4) offers a characteristic view, “A company’s traditional department-oriented staffing and recruiting process needs to be converted to an enterprise wide human talent attraction and retention effort”. Regardless of the breadth of their point of view, these authors replace the traditional term “human resources” with “talent management”.

Clearly, a lot of people still confused the human resource management with the talent management. It is important that any talent management system is integrated across all aspects of human resource management. There are clear inter-dependencies between talent management and recruitment, development, diversity, retention and succession planning practices. But one important distinction is the evolution of the difference between tactical human resource management and strategic talent management. Transactional human resource management activities are administrative overhead. Talent management is a continuous process that delivers the optimal workforce for your business. (Snell, 2007)

Cheese in his new book “The talent powered organization” also clearly gave the difference between human resource management and talent management. He said, the “human resource management is not talent management alone, nor is talent management only human resource management, human resource management is an enabler of many of the processes, but talent management is much more pervasive and requires engagement of the whole organization and the notion of the talent mindset.” (2007, p83)

Human resource management is more focusing on the development of people. Alone with the performance management, it is more or less supported by compensation and rewards and penalties, learning is better focused on the improving performance, and setting process. But these processed are not truly integrated and are not executed consistently, and therefore the connections are not fully understood or recognized by line managers or clear to employees. There is no real understanding of the mix of competencies and skills
strategically. Although some people metrics are in place, they are not drive up value by investing in people.

Talent management is viewed as a strategic asset and an integral component of business strategy. This approach begins with a pervasive talent mindset and culture driven by top leadership, top-down understanding if a human capital strategy required supporting the business strategy, and understanding of the value linkage. Key talent needs are defined at a competency level. And this underpins the close integration between all the talent discovery, development and deployment processes. Employee value propositions are tailored and targeted with a clear understanding of the needs of the different segments of the workforce.

3.5 The strategic approach of talent management

While academic research into talent management is still in its infancy, a number of researchers are starting to set out frameworks to achieve the necessary strategic understanding of the talent management. They also illustrate that future research into this new management science can add significant value to how organizations manage their most enduring competitive advantage – their people.

For example, Cheese argues that by building a framework combined with the human capital strategy, “it will point the organization towards the dynamic, transformational possibilities of multiplying talent to augment organization’s value and competitiveness.” (2008, p51) His strategic approach to talent begins with the properly defining talent needs based on a clear understanding of the business strategy, integrating all the possible options and sources to discover talent, and then developing and deploying talent in the right way at the right time.

Douglas Ready and Jay Conger (2007) proposed building a talent factory within the organization by breeding the functionality and vitality. They also think it is vital to put the right people in the right position and fast. They applied two wheels to access the functionality and vitality of the company, which show the company’s process on
sourcing, development, deployment, rewards, retention, assimilation, performance management, and engagement.

Boudreau and Ramsted (2005) propose a model for assessing strategic talent management decisions known as the HC Bridge Framework. Using three levels of analysis – impact, effectiveness and efficiency – they suggest that talent investments can lead to strategic opportunities and are not just a response to strategic decisions.

Wellins and Schweyer (2004) also outlines some of the decisions facilitated by strong analytics: If you do proper workforce analytics and planning, then you know who to recruit, who to develop, who to redeploy and where to redeploy them, whether you should hire someone externally or promote someone from within, and whether you should look for a contingent worker, contractor, or full-time worker. Workforce-planning analytics can help you make the best talent-management decisions and align those with your corporate objectives.

3.6 The challenge of talent management

In order to win the war of talent, organizations have invested heavily to implement human resources systems and processes, and talent issues have unquestionably moved up the boardroom agenda. Although these moves are laudable and necessary, too many organizations still dismiss talent management as a short-term, tactical problem rather than an integral part of a long-term business strategy, requiring the attention of top-level management and substantial resources. There are some challenges, in the other words, some issues should been paid highly attention.

Firstly, the short-term mind-sets of the leaders and managers. Since investments in talent intangibles are expensed rather than capitalized, managers may prefer to raise short-term earnings by cutting expenditures on people development. (Bryan, 2007) This tendency may fail to embed a talent strategy in the overall strategy of the business, and turn into a vicious circle: a lack of talent blocks corporate growth, creating additional performance
pressures that further divert the attention and thinking of executives toward the short term.

Secondly, confusion about the role of human resource professionals. When companies do make talent a priority, they often fall into another trap: focusing narrowly on HR systems and processes, which divert attention from the place where most of the obstacles lie: people’s heads. “Habits of mind are the real barriers to talent management.” (Younger, Smallwood & Ulrich, 2007)

Thirdly, leadership dilemma in reaction to the talented individuals. (Powell & Lubitsh, 2007) Managers often found it difficult to give feedback to talents as they are feared with the issue of poor behavior side-stepped or overlooked. Giving feedback to the talent requires courage and good intent, but done it well will make them feel motivated and developed. So creating the leadership bench strength then becomes a critical inflection point. (Bhatnagar, 2008) There is lack of coherence and rigor between leadership and talent management. By grounding talent management in a strategic decision framework that clearly guides talent decisions, developing systems-level models that illustrate the multi-pool impacts of talent choices, and developing reliable, validity, and theoretically meaningful measures researchers can markedly improve the quality of talent conversations in organizations.

Finally, the challenge regarding measurements, according to Boudreau and Ramstad (2005), is to balance precision with usefulness. Fulfilling the promise of a precise, science-based approach requires adhering to scientific standards of measurement. While that may seem obvious it is disconcerting that fundamental measurement principles are ignored in talent management literature. It also appears commonplace to avoid assessing the measurement properties of core HR practices. Boudreau and Ramstad also address the change management process typically overlooked in discussions of analytics. Just as a model or logical structure is necessary for interpreting measures, a change management process is necessary to implement decisions.
Besides these challenges, Paese (2006) argued that organizations may face two major impediments that can get in the way of achieving results. First, talent initiatives are often implemented without an overarching strategic plan, resulting in frequent and unpredictable objections and disruptions. Second, senior leaders don’t have a personal connection to talent through personal involvement or accountability.

3.7 Summary

The review of the literature focused on talent management reveals a lack of clarity regarding the definition, scope and overall goals of talent management. Several areas of research must be pursued for talent management to add a lasting contribution to this field. First, core elements of the talent management decision architecture need to be fully identified and tested. Second, analytical techniques that permit a system-level of analysis must be investigated and more fully incorporated into talent management work. This includes analyses at multiple levels of the organization and the specification of the impact of talent-related decisions throughout the organization. Finally, measures consistent with talent architectures and system analyses must be developed and held to professionally recognized standards of reliability and validity. (Lewis & Heckman, 2006) Therefore, we are working to fill these gaps, core element, technique roles in talent management and the measurements, we try to find a link between these issues and build up our talent factory.
The second part of this thesis is concentrated on the four steps generally admitted for the talent management: recruitment, development, deployment and retention. These ones are the answer of the global issues that nowadays we face within the talent. Each chapter tries to underline two opposites’ elements that enable readers to develop their idea of the research question written within our thesis but it also enables us to develop the prerequisite in order to develop the third part.
PART II: Building a talent factory

Chapter 4: Recruitment - employ the best people into the company

This chapter is reserved for the recruitment side of talent management. Its goal is not to make you a perfect recruiter but highlight different elements that might enable to answer to the question: Is talent management an art or science? Indeed, we will underline some interesting concepts to resolve this question but in any case we shall “resolve” this question since we reserve that for the conclusion.

4.1 Definition of recruitment

Even though the definition of recruitment might seem clear for the majority of our readers, it is fine to drive the point home by remembering it. Indeed, one definition might be (Leys, 2005, p35): “set of actions undertaken by the organization in order to attract applicants which have necessary competencies to hold now or in the future a position within the organization.” Therefore we can underline two different concepts. In one hand, a relation is created between the organization and applicants. And in another hand, the temporal dimension is important for the strategy in order to challenge every likely purpose that the company faces in a short or long-term. But a third concept might be added: the financial dimension. Indeed, Michael Armstrong (2006) teaches us that the whole process has to be achieved at minimum cost. In a first time, we focus on the link between employers and employees with the identification of talent needs. It means that we keep the perspective from company and we will not be interested of the employees’ view nor the financial matter. And then we will underline how companies manage to attract people.
4.2 The identification of talent needs and the importance of recruiter’ feelings

It does not matter the term used within the literature but the first step usually accepted in order to start the recruitment process is the real identification of needs in matter of talent. Indeed it is unthinkable that companies set off on the recruitment adventure without knowing what they expect to get. That is why they have to start by this step which attempts to design an analysis of position – “a process that enables to note by the observation and the study the specific position nature and to report it. The description that results from takes in account necessary skills, knowledge, abilities and responsibilities for implementation of duties relating to the job and what differentiates this job with other job within the organization” (Leys, 2005, p26). Thanks to that, recruiter will be able to translate these requirements necessary for the job towards job specifications. (Armstrong, 2006) Moreover, “these provide the basic information required to draft advertisements, brief agencies or recruitment consultants, and assess candidates.” (Armstrong, 2006, p410) (See the attraction part) Therefore, it is important to develop correctly this step because information is used by the different diffusion channels and its consequences are thereby important in the case of high-spread diffusion.

A question that we can ask is to know how recruiters are able to define these needs for the company.

In order to achieve this goal, Manpower suggests that the first element is to know the customer in itself. They really need to understand what the customer (hear company that needs talent) expects. Therefore, Manpower employees go inside the company in order to see and to feel both objective and subjective criteria as it was said during the interview: “We will be able to take in account the effective work that the future, potential candidate does. It means what he or she has to do as work, of course, but in which conditions work takes place as well. This step is called in our company a WESC, it means work environment survey or in French CFR fiche. Therefore, it is a company visit that enables us to define exactly qualities we are going to require for a candidate.” Indeed, this survey tries to determinate a gathering of factors that have to be taken in account in order to give
all chances of success for a rapprochement between company and applicant suggested by Manpower. Elements such as enterprise culture, work environment, means of access or security are checked in order to have a fair view of the company. (See annexe II)

Regarding both criteria, the feeling and impression play a deep role during the recruitment process. Indeed, even though the technology as e-recruiting or programs managing data, the recruitment job stay and probably will stay focused on abstract, subjective elements from the recruiter. This is confirmed by the interview: “Whatever it is the consultant or the customer, they have a subjective idea of the person that is the best for one kind of job. This is the main character of the recruitment because the human resources are made by human being and not by machines. Today, the e-tools are in progress but nothing could ever replace a human feelings because we take the final decision and even if the figures said to us that one people is better than another, we are not forced to follow this decision. It is true that we found a considerable help with the advent of Internet and globally new technologies but we can see today that because of the shortage we have to use much more what we feel than certain work tools. And therefore, these tools are more supports. That is why I think that has a great part and it is often this small intuition or feeling that plays for or against an applicant.”

4.3 The complex management of identification

Identification might seem simple at the first sight for most of people but this step become complicated with the current recruitment context. Indeed, we are within an area advocating the knowledge. Face to this “phenomenon”, as Peter Cheese and Co likes to use it, they suggest us their vision in matter of recruitment:

“This phenomenon has transformed the concept of ‘labour’, as an anonymous commodity with readily interchangeable units, into ‘talent’, a new kind of productive resource, far more varied in its attributes, one which is easy to combine but far more difficult to replace.” (Cheese & Co, 2007, p90)
Therefore the core element of this comment is the explosion of attributes needed in our society regarding what we knew in the past. That is why the identification – what competencies mean for a specific position – has to be clear. Yet, as Loïc Cadin and Co teaches us: “the recruitment success might just as well depend, not only the technical competencies of the future staff member, but also his or her capacity to integrate within the organizational culture (above all if this one is very definite), to understand the language and priorities of his or her team, to respect other departments, to have positive relation with superiors and colleague, and so forth. Because of that, one often has to widen “physically” what we mean by man-position adequacy in the recruitment field.” (Cadin, Guérin & Pigeyre, 1999, p192) Indeed, they underline two dimensions – and they call them as the physical and temporal extension for the position concept – for which the recruiters have to take into account if they want to understand and seek who is the perfect applicant(s).

The current theoretical solution in order to take into account the perplexity (and its size) of competencies for the skill diversities should be the competency-based approach. Indeed, “a competency-based recruiting approach relies on using a series of assessment tools that identify not only the technical skills a candidate possesses, but his behavioural competencies as well.” More elements can be viewed at <http://www.ere.net/>. The perks of competency-based approach is that it is not only limited to characteristics specified for the job duties. For instance, abilities to use such or such tools (machines, computers, and so on) are important but it is not an end in itself. Indeed, you might have the best abilities while you are not integrated within the environment you are working and therefore they are useless. That is why the competency-based approach takes all its sense. Therefore this method tries to put technical skill within the specific context which takes place in the company. The impact of this theory is quite wide since it is used for several duties within a company. Indeed, Michael Armstrong underlines (2006) that it is useful for the recruitment but also for the performance management or training and development. More specifically for the recruitment, this approach will depend on the rest of the process.
Therefore, the core issue of the recruitment is to know from which perspectives the recruitment will start and what is it the balance between techniques versus context. Indeed, this balance cannot totally be handled with the literature we read, but the interview we made enables us to perceive another dimension. Indeed, within books we cannot perceive the weight that the technique has on the psychological aspect for instance and vice-versa. According to the interview of Manpower, we can underline that the stress is more on the abstract competencies such as psychology, behavior, expression, and so on. This is mainly true for job where there is a significant shortage of labor because companies really want to fulfill vacant position even though training has to be made. Yet, an interesting instance was developed during the interview which spoke about competencies: “when I say technical competencies, for instance the domain I am dealing with (heard technical job with shortage such as mechanic, heating engineer, and so on), it means the agility about the mechanic or certain certificate an applicant has for a specific machine. All these things are less important for the moment, it is my feeling and we much more focus on the applicant's capacity to learn. It is a kind of competencies after all. In other term, it means that we focus on what the applicant will be able to give in the future for a company, on his psychological qualities, if he or she will adapt to the company or if he or she is able to collaborate with other people.”

4.4 Attraction

Without applicants, it is impossible to recruit! Even though this sentence may seem simple of sense, it is a necessary condition for the recruitment process. But labour shortage imposes a certain degree of efficiency (Estis, 2008), creativity (HR Tribute, 2008) for the attraction strategy or at least much more developed than previous year. Yet, this situation should have gone on in next decades according Rynes and Barber (1990) thanks to the labour market condition – mentioned above – but also to the attractiveness of the offered vacancy. A real strategy is developed by companies in order to attract targeted people and this one takes place thanks to the concept of employment brand.
4.4.1 Employee branding

“Employment branding is the process of cultivating an image on the minds of your target talent demographic – the people with the skills you need most. Your brand is rooted in the special attributes that make your association different from and better than your competitors for those people.” (Estis, 2008, p50) The attraction might be viewed as following: the blooming of flowers. Indeed, as it is the case for companies, they have to be under their best angle, they have to be dressed up to the nines in order to attract birds (talent) and therefore companies are in the same situation than applicants: it is a period to sell itself. One says that the recruitment is “socially visible” (Cadin, Guérin & Pigeyre, 1997) by opening to outside world in order to develop relations with Labour market.

4.4.2 Recruitment channels

When all characteristics of the job but also its “translation” for the intrinsic qualities and the corporate image are made, it is time to divulge information through channels of diffusion. The channels organizations used to recruit highly depend upon the source from where they might be found candidates. Indeed, in order to achieve the financial and time goal they have to target specific sources where it is likely to find the profile needed. Therefore channels are an integral part of the whole recruitment strategy. (See interview made about ManPower) But firstly we will tackle the two different way to recruit people and then we will speak about the strategy about channels.

4.4.2.1 Inner channels

The first source of applicant is the company in it self, in their own backyard! (Wagner, 2008) Indeed, companies might be packed with talent existing people and therefore win some considerable advantages. Firstly, companies receive a certain degree of flexibility with which they are able to reduce inner unbalances. Indeed, it sometimes might exist some disparities – for instance: surplus staff within an organization/departments – and therefore recruitment is a quite good answer by means of learning. Moreover, the gain does not stop there since employees become polyvalent. (Cadin, Guérin & Pigeyre, 1999)
Secondly, it let a certain perspective of personal development for the existing employees. Indeed, it enables employees to have a certain feeling that they have a value to the organization. Finally, internal recruitment represents the cheapest way as well (Cheese and Co, 2007). Indeed, avoiding external advertisement enables companies to save costly external channels. But the most significant advantage from a recruitment perspective is that companies have at its disposal a numerous means in order to know candidates. Indeed, talent management is a distinctive part of the human resources management within which plenty different data are gathered in order to measure the performance or just appreciate individuals. Moreover, companies know their employees or at least they can observe them and therefore it is an advantage in order to underline all competencies an employee has. (Cadin, Guérin & Pigeyre, 1999) Yet, the existing employees are directly adapted to the culture, process in place within the organization and therefore the productive is much more high than new one. (Cheese, 2007) Therefore the backyard of companies is certainly the way to reduce the risk of recruitment process. For instance, we can underline several types of internal channels: intranet communication, newsletter, word of mouth, and so on.

### 4.4.2.2 Outer channels

When companies have to inform applicant towards outside, every means are good to achieve this purpose. Every survey has different results about this matter but the only thing that they confirm is the “supremacy” of internet as a recruitment channel. (Cheese, 2007; Topconsultant.com, 2008) Indeed, according the Management Consultancy Recruitment Channel Report 2008 consulted on top-consultant.com website, the technology of internet represents two major channels by share of applicants on the podium. To complete the board, the fourth and fifth channels show us that more traditional ways still have their place within the process.
We often think that technology is the final solution for each problem. However, e-recruitment has several perks since its technologies enable to be accessible 24 hours a day. Moreover, a part of the recruitment work is made directly. (Lermusiaux, 2008) Nevertheless, e-recruitment has some disadvantages and our interview enables to emphasize a few ones. “The big disadvantage for me (heard the respondent) is that the Internet tool reflects a vague image of the applicant, it means that it induces mistakes. In numerous cases, candidatures we receive seem to be very tempting but concretely they are not! For instance, applicants who suggest their candidatures only as a survey in order to see what they might “be worth” on the market. Therefore in certain cases, while we had to win time we completely loose time. That is why when an applicant comes to our agency it means a certain degree of motivation. Nothing can replace face-to-face relation even the Internet tool.”

4.4.4 Strategy and channels used

Even though we present the two different channels (internal and external), we do not show that a real strategy takes place. Indeed, in order to have the biggest impact,
companies try to use a combination of several channels. Ofer survey (Bessy, Marchal, 2007) shows that in France, a minority of companies uses only one channel in order to recruit (15.5%). The rest (84.5%) uses from two to more than seven channels. The strategy is not only limited for that since it seems that the channels used in order to divulge information and the employment brand is quite correlated each other. As it is the case for Manpower, they try to have an employment brand as a reference and they really want to emphasize on that because the existing competitors on the Belgian market are much more based on brand as being a leader. It means that they want to be recognized as expert, professional in the audience’s mind – potential applicants. In order to develop this image as reference, they do not use mass media and prefer to use specific channels such as newspapers, journals, private channels, etc. The goal is really to target the potential applicant where they are. A concrete instance is that they use the Forum – that is a governmental agency for job-seeker – and Manpower tries to recruit there by changing the real concept of the Forum. Indeed, normally it is a place designed for the labour and they pass a message there a message that they are a springboard for definitive jobs. Therefore they try to use this agency to their profit and increase the number of sources available.
Chapter 5: Development: Develop a diversity talent strategy by building the learning organization

After the talent factory recruits the qualified employee, the prime challenge is how to retain them and development their skills and capabilities further. Among these capabilities, “problem solving skills, ability to innovate, dealing with the change, team working and people management skills” are important primary skills for every modern organization. (Cheese, 2007, p114) As businesses continually apply new technologies, new business growth models, and new market strategies, the workforce’s up-skilling becomes constant and continuous. In this chapter we will talk about the development of talent by building a learning organization, how this talent factory provide a context to foster a knowledge sharing, idea development, holistic and systematic thinking both by technique tools and human behaviors.

5.1 The concept of learning organization

As we enter the twenty one century, information updates in every second, employees find that they must approach work differently. They need to develop their skills and complement their capabilities in order not to be kicked out. A knowledge-based work is totally different from the basic “hands-on” work of most industrial societies. Industrial work is being changed by global integration and information technology. Therefore continuous learning is needed to keep up with current and potential developments in their industry. Drucker (1994) indicates that workers have to change their underlying attitudes, values, and beliefs about work and lifelong learning.

The literature review on this area shows despite the different definition people hold about the learning organization, there are common points toward the perception, to be a learning organization, is to “ensure steady flow of new ideas, incentives for risk taking, learning from their own experiences and past history, transferring knowledge quickly and efficiently throughout the organization”. (Garvin, Edmondson & Gino, 2008; Agarwal, 2003; Cheese, 2007) So we think that the primary task for a learning organization is to
ensure that knowledge moves freely and fluidly between people and that it is transferred and captured in a systematic way.

Peter Senge, who firstly developed the idea of learning organizations, is considered as the “father” of the organizational learning. The learning organization concept gained broad recognition when Senge published the book named The Fifth Discipline in 1990. In his book, he describes learning organizations as “organizations where people continually expand their capacity to create the results they nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together”. (Senge, 1990, p3) The five disciplines are systems thinking, personal mastery, mental models, shared vision, and team learning. Senge proposes that people put aside their old ways of thinking (mental models), learn to be open with others (personal mastery), understand how their company really works (systems thinking), form a plan everyone can agree on (shared vision), and then work together to achieve that vision (team learning). (Senge, 1990)

According to Peter Cheese, he mentioned in his latest book “a learning organization is one that values, enables, and measures learning as a critical part of the way it does business and what defines it. It begins with the notion of a talent mindset that we described earlier. From the top down, people have to see learning as important part of their job, and part of the culture and fabric of the organization. Such organizations systematically share best practice, learning and knowledge. Moreover, they focus responsibility for learning and development across the organization at a senior level. Moreover, they innovate through continuous capability development, to replace established routines by something more effective.” (Cheese, 2007, p116) Meanwhile, he gives some key principles to build the learning organization, which including learning with purpose, impact, outreach, leverage, integration, variety, maturity.

Another interesting finding is that many authors in their literature emphasized the importance of the organization climate. For example, Garvin thinks that there are three building blocks of learning organization: (1) a supportive learning environment, (2) concrete learning process practices, and (3) leadership behavior that reinforce learning. (Garvin, Edmondson, & Gino, 2008) Another researcher Rothwell, a professor of
workforce education and development in the College of Education at Pennsylvania State University, he argued that talking about becoming a learning organization without creating a learning atmosphere is an exercise in futility, a workplace learning climate is only favorable when employers take specific, carefully planned steps to ensure that their employees learn (Rothwell, 2002).

The graph given by Ajay Agarwal to illustrate the characteristics of a learning organization is quite understandable and can be a reference.

<table>
<thead>
<tr>
<th>Element</th>
<th>Characteristics of a learning Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization Structure</td>
<td>Flat hierarchy, decentralized, Dynamic networks</td>
</tr>
<tr>
<td>Availability of information</td>
<td>Systems in place to make information freely available</td>
</tr>
<tr>
<td>Trust culture</td>
<td>High level of trust, Self mastery practiced</td>
</tr>
<tr>
<td>Communication</td>
<td>Decentralized communication processes</td>
</tr>
<tr>
<td>Innovation</td>
<td>Innovation and risk taking encouraged</td>
</tr>
<tr>
<td>Managers style</td>
<td>Facilitator, Coaching style</td>
</tr>
<tr>
<td>Learning systems</td>
<td>Continual learning and double loop learning</td>
</tr>
</tbody>
</table>

Table 1: Characteristics of a learning organization

5.2 The technologies that enables the organizational learning

Over the past several years, enterprise-learning technology has become much more complex and strategic. New forms of learning technologies, coupled with convergence between learning and talent management, has created tremendous changes and opportunities for organizations. The market for enterprise learning technology has also grown significantly. The total market for learning-specific technologies arrives at $1.1 billion (including learning management systems, development tools, collaboration systems and webcasting services). This large market continues to grow at a rate of 15 percent to 20 percent per year. (Bersin, 2007a) Thanks to those approaches and techniques, the company is accelerating the new skills upgrading and knowledge retention.
There are some stages that technology-enabled learning has experienced for its evolution. By this we mean different periods people use the different learning techniques.

The first stage is the mainframe-based distance learning (distance education), it is a field of education that focus on the pedagogy and technology, and instructional systems design that aim to deliver education to students who are not available there at the place. Teachers and students may communicate at their own choosing time by exchanging printed or electronic media, or through technology that allow them to communicate in real time.

The second stage is the satellite-based classroom teaching, it is a technology that delivers training and continuing education programs to receiver at homes and other establishments using a combination of satellite technologies. It enables the transmission of a course to a large geographical area. Consequently, the logistics of delivering programming is greatly simplified that otherwise would have to go by way of a local cable or ultra high frequency TV system, both of which may be unavailable due to limited channel capacity (Elbert, 1997).

Then it converted to CD-ROM/DVD-based content, which compared with web-based training, it usually provides a more engaging learning experience, with text, audio, video, and animations all used to convey information. Typically, a graphic will be displayed along with text as an audio narration provides the primary content. (Kruse, 2004)

In the late 1990s, the term “e-learning” prevails, which today connotes any type of content delivered via the internet. It is not very different from any other form of education, and it is widely accepted that e-learning can be as valuable as the classroom experience or even more so. With its unique features e-learning is an experience that leads to comprehension and mastery of new skills and knowledge. As a result, more and more companies, universities and other organizations start to accept and offer online training degrees. A survey conducted by E-Learning Guide company, which is a global community of practice for designers, developers, and managers of e-Learning, shows that in the July-August 2002, 60% of the respondents reported that their organizations were currently delivering synchronous e-Learning. That number has jumped to 73% in year
2005, creased of 22% in the synchronous e-Learning adoption rat across organizations of all sizes. (Pulichino, 2005)

Generally, through this continuous transformation, organizations have been striving to implement learning technologies that bring three benefits.

1. Reducing the scale of cost: By covering much larger scale to get training in the organization at a lower cost per instructional hour, it effectively enables the organization to reach a higher percentage of workers without huge increases in cost.

2. Reducing time to train: By in enabling people to get the “on-demand” training (get “just enough” training when they need it), it reduces the overall time to obtain the skills and information needed, and it is more efficient.

3. Improving quality of skills transfer: it makes training more interesting and relevant, improved the effectiveness of transferring skills and creating real-world learning environments that drive mastery.

Despite the tremendous benefits techniques bring to organizational learning, still some people criticize the disadvantage along with it. Agyris argued in his article <Good communication that blocks learning> that the technologies can also block the communication among the learning organization even as they help solve certain kinds of problems. These techniques do help gather simple, single-loop information. However, they also promote defensive reasoning by encouraging employees to believe that their proper role is to criticize management while the proper role of management is to take action and fix whatever is wrong. (Argyris, 2008)

Besides, in practice, there are many barriers to build a learning organization that we cannot solve by singly using the techniques. A lot of people hate changes, there may have strong protest when the current condition is changed. Besides, knowledge and skills are consider as power and jealously guarded, its possession and use can be further ambitious. A culture of openness is also hard to achieve.
5.3 Communication is the center of learning organization

Peter Senge placed an emphasis on dialogue in organizations – especially with regard to the discipline of team learning. It is easy to understand why proponents of the learning organization place a strong emphasis upon dialogue (or we can call it conversation), they believe what potentially makes the communication in learning organizations different from that in other organizations is the dissemination and shared interpretation of information. (Wilson, 1992) Senge also argued, team learning entails the capacity of members of a team to suspend assumptions and enter into a genuine “thinking together” (1990, p10). Dialogue is also necessary to other disciplines in his point of view, for example, a positive conversation is required in building a shared vision and developing mental models.

According to Bhatnagar that the communication is the core instrument of cultivating a culture, which involves the facilitation of a dialogue between the employee and the boss, so that role clarity is there and performance expectations are crystallized. (Bhatnagar, 2008) Communication is the vehicle for transforming business strategies into people activities. By actively participating in the dialogue, employees clearly set their work targets that integrated with the business strategies, develop their capabilities required for the current and future positions, understand how they are being assessed and rewarded for their career development within the company.

There are many formal and informal communication mechanism exist, all designed to foster an environment of open dialogue, shared knowledge and information as well as trust. The formal communication mechanism can be the regular employee meeting and other updates allow employees to adjust their efforts to support company objectives. This regular communication, particularly face to face with employees, is identified as an important factor in establishing trust and a feeling of being values. (Fourtou, 1997) Opportunities for feedback also give employees a way to influence their work and working environment. Grievance procedures provide a more formalized mechanism by which workers can be heard when they are dissatisfied with a decision or outcome (Gopinath & Becker, 2000).
When turns to the informal communication, it refers to those conversations that are undersigned and fluid. If we look around our workplace, it happens almost everywhere and anytime. People are working at their desks but interrupted by the call from their clients. When going to the boss office to report the products procedure but stop on the way to discuss the matter with a colleague. Kraut (1982) think that the informal communication maybe more effective that formal channels as participants in the conversations elaborate or modify what they have to say in order to deal with someone else’s objections or misunderstandings. In this sense, the informal communication is much interactive, as none of the time, participants and topic is prepared in advance.

What could be done to enhance communication? One approach may lie in the stages of interpersonal interaction which are well documented (Berger & Calabrese, 1975; Lacoursiere, 1980). The interpersonal needs research focusing on inclusion, control, and affection shows the importance of understanding and developing organizations from the relation-based we propose (Schutz, 1958). Another approach may be the creating of a diversity and containable culture among the company. To a great extend, cultural patterns in an organization is the mirror of communication structure

5.4 Create a diversity culture to enhance the learning ability

A universally recognized mechanism, “culture” is always related to the learning organization in research studies, (Marsick & Watkins, 2003). Lucas and Ogilvie (2006, p11) refer to culture as “a system of shared values and assumptions”. Culture of a learning organization can affects how employee interacting, how the organization functioning, and ultimately influences all decision making. However, here we will just focus on building a diversity culture which allows each employee to contribute his or her fullest potential. As we all know that an organization is large extend driven by its employee, to make full use of their capabilities, it is crucial to build a culture that supported by a systematic plan as well as the development serving.

The diversity culture no longer means to fulfill some moral or ethical duty. Rather than that, organizations should integrate it with business strategies. When done right, a
Strategic diversity plan can reduce costs and enlarge employee contribution, more importantly is to better solve the conflict between the employees, it can create a wealth of invaluable insights that the company that directly impact company policies, business plans and market innovations. “True diversity goes far beyond the standard legal categories of ethnicity, race, age, gender, disability and sexual orientation. It is about the full spectrum of individual differences, and no difference is out of bounds. That includes thinking style, life experience, country of origin, native language and personality traits, such as being introverted or extroverted.” (Keeling, 2008) So it is important for the leaders in the companies to make sure if the current corporate culture allows diversity to flourish or not.

How to create a culture of diversity through the organization? The current culture promotes individualism and characteristic. To the contrary, the building of a diversity culture is not an individual task, but a systems approach that brings the people together to create collaborates of working and living. The management of diversity must become a strategic issue and capture the strengths of diverse people. We can look at both the internal and external way of cultivating a diversity culture.

The learning organization of can incorporate diversity into its internal processes by free opinions among the organization, which means to encourage the expression of different point of views. Diversity of experience, education, gender, religion, sexual orientation, expertise can help organizations understanding customers, competitors, and suppliers, and the most important is to provide a challenging workplace for the employees.

The external way to create the culture can be the supporting volunteerism and membership on nonprofit boards by adding value to the employee experience and demonstrates an employee’s long-term commitment to the community. External partnerships are also an opportunity to create a “learning lab”, where new skills and business strengths come together to benefit communities and nonprofit partners while boosting a company’s reputation. (Keeling, 2008)
5.5 Case study: diversity as a business strategy- coca-cola company

The Coca-Cola Company, the largest manufacture, distribution, and marketing of nonalcoholic beverage concentrates and syrups worldwide, and one of the biggest company in the America, was founded in 1886 and is headquartered in Atlanta, Georgia. It sells its finished beverage products primarily to distributors, and beverage concentrates and syrups to bottling and canning operators, distributors, fountain wholesalers, and fountain retailers. Besides its namesake Coca-Cola beverage, Coca-Cola currently offers nearly 400 brands in over 200 countries or territories enjoy company’s beverages at a rate of 1.5 billion servings per day. (www.coca-cola.com)

The Coca-Cola Company has been doing an outstanding job among Fortune 500 Companies in promoting and fostering equal opportunity in compensation, promotion, and career development for all employees in all levels and areas of the business, the “regardless of race, color, gender, religion, age, national origin, or disability, and to promote and foster an environment of inclusion, respect and freedom from retaliation.” (Task force report of Coca-Cola Company, 2006, p2). The Coca-Cola Company also realizes that diversity is a fundamental and indispensable value for the company, its shareholders and all of its employees will benefit by striving to be a premier “gold standard” company on diversity.

In this 2006 final task force report, the Coca-Cola Company carried out and Settlement Agreement to ensure that the cultural and process changes fully take root for the revised human resource systems as well as the consistent communications regarding diversity. They committed to “investing in a critical opportunity to create a great place to work where all of our employees are inspired to be the best they can be.” (Task force report, 2006, p5) The Coca-Cola Company further committed that it “will build upon the strong foundation that currently exists and continue to make diversity as business a critical component of overall business plan.” (Task force report, 2006, p5) Significant time and resources thereby were invested in to executing “diversity as business” strategy, they highlighted what they called the “Four C’s” (Commitment, Communications, Culture, and Consumption) in order to communication to employees consistently, coupled with
training of senior and mid-level managers, formed a benchmark to ensure culture change and sustainability. The company also activated its Diversity Advisory Councils and employee forums to engage employees on this mission.

The following graph is the diversity climate of Coca-Cola Company, as we can see, there were significant increases in company climate for all groups indicating an increasingly positive climate perception of the Company in 2006. In addition, the company climate perceptions in 2006 for whites, African-Americans and Asian Americans were essentially identical, with Hispanics being slightly higher. There were no gender differences on company climate.

(From: fifth task force report of Coca-Cola Company, 2006)

This task report covers a wide range of human resources practices and procedures in various areas, which is organized in nine categories. However, here we are just talking about the diversity strategy and career development which relate to our research topic.

According to this report, diversity strategy includes diversity awareness education programs, and related strategies to promote diversity and reinforcement of diversity concepts over time through company policies, programs and practices. As illustrated in
the report, “diversity in the company means we respect individuals, value differences, and our workforce reflects our consumers and markets where we do business. This is achieved through inclusive and fair behavior that enables our people and their ideas to win in the marketplace.” A stated goal of this effort is for the Coca-Cola Company to “be a great place to work where people are inspired to be the best they can.” (Task force report, 2006, p37)

Career development covers programs designed to assist employees at all levels in the organization to define their career objectives, assess existing skills and develop additional skills needed for a desired career path. The company uses different career development model for people who have the different education background. Specifically, the company treated career development as an integrated component that drives business value. As such, they promoted the use of career development planning as a part of the mentoring program, people development forums, and the performance management process. They also developed a communication plan to promote ongoing career development.

Overall, Coca-Cola Company did a fantastic job in the development of their employees, not only they invested a huge amount of money and resources to build its learning organization, the much more important are they give support from spirit aspect. The company developed and implemented a communication plan to inform the work force about the relationship between career development and business value. They combined the learning, culture, diversity, business strategy and value together. In this case, they used both scientific and art method to develop their employees. For the scientific method, for example, The Coca-Cola Company continued to implement an important tool for employee development called the Learning Source. They also continued to implement a comprehensive online career development system, including the manager’s career coaching guide. For the art way, it is obvious to see, they priority the communication and culture, they built the forum to facilitate the communication within the company, they also developed and implemented communication plan to inform the work force about the relationship between career development and business value.
Chapter 6: Deployment - Put the right people in the right position

Every individual is capable of doing many things, but people are more likely to try their best efforts in roles they love rather than in roles where they are asked to do only the things they’re skilled in. To match the employees with the positions that much fit with their strength and capabilities, many leading organizations provide internal support centers and coaching to help employees navigate their careers. These companies also give employees the flexibility to try out different roles in order to find their niche. This is an ongoing process that benefits both employees and companies.

6.1 Deployment in globalization context

The continued expansion of the world economy coupled with the anticipated increasing aging population has intensified global competition for talent. Meanwhile, the globalization has opened doors to the previously inaccessible talent pool in Asian, especially China and somewhere else. Numerous companies now have expanding their realm to those emerging markets, taking advantage of lower labor costs and large consuming potential. As a result, organizations with multinational operations are in an excellent position to offer a variety of career possibilities. They have to fortify their ability to attract and retain the most qualified candidates from each region to meet the needs of their expanding operations and to deploy their talent across the different areas and countries.

The problem is that, despite more and more companies have realized that the importance of developing talent and they dedicated a great sums of money build the system and processes that support talent management, an astonishing number of companies still struggle to fill key positions—put the right people in the right position, which puts a considerable constraint on their potential to grow. A survey conducted by Ready and Jay Conger (2007) shows human resources executives from 40 companies around the world
in 2005, and virtually all of them indicated that they had an insufficient pipeline of high potential employee to fill strategic management roles.

While companies may have talent processes in place, but those practices may have fallen out with the globalization and their expanding into new markets. The selection and deployment of a talent with global capabilities involves the detailed evaluation of business requirements and their fit to the unique needs of local culture. Individuals can be placed in different kinds of jobs. They can join another son-company in a foreign location; they can work on a specific project or on a developmental assignment; they can also work in a different department within the company. But regardless of the required technical expertise in each case, some companies insist that cultural expertise is also important. While some companies may have elected to initiate a full global deployment to all entities of their organization at the same time, but a lot of question go along with. How is the planning for a global deployment? How do you go about it? Based on what? How to select the qualified employee in a different culture? Is it much efficient to outsourcing or promote within to fill the key position? How do you minimize the level of risk? What are the critical factors to ensure that this important initiative results in the successful achievement of your organization’s goals and objectives?

To answer these questions, we think that the first and the basic step is to link the employees’ skills with the position by performance management, which refers to foster better links between individual behavior and organizational strategies and goals using techniques such as role clarification, goal setting, performance appraisal, and rewards tied to performance (Banks & May, 1999)

6.2 Align the skills with the position by performance management

In today’s competitive global business climate, all organizations are looking to best leverage their most valuable resource – their people. Those who can best develop and manage their talent by applying the right personnel to the right tasks can gain an edge competitively. “An effective performance management strategy is central to this end.”
(Docherty, 2006) The value that an effective performance management system can bring to an organization is being realized by many organizations today.

As the performance management becomes one of the hottest topics in industry today, the research around this topic is also flourishing. Heneman and Gresham (1998) think that performance management practices often are used to enhance motivation, for example, by employing performance-based pay, while some authors argue that it is an increasing perception of organizational fairness, it involved employees in role clarification and goal setting. (Gilliland & Langdon, 1998) While in most organizations, the primary focus of performance management is to fairly rate employees based on their performance and potential, then by using this information to implement consistent and equitable compensation. Based on a documented ratings system, the performance management is designed to differentiate people in a fair, justifiable and defensible way based on factors such as delivery on goals, overall work output and work behaviors. (Bersin, 2007b)

One focus of the performance management is on the feedback. It is the purpose we apply the performance management system, we judge and appraisal the employees based on the feedback. Therefore mechanisms should be in place capture and provide feedback regularly, noting comments on strong or poor performance. Then the managers can identify whether the employees have exceeded or underperformed the expected performance levels stated in their position description. By doing this, the deployment of talent becomes much easier and much fair.

If poor performance is not addressed timely in an organization, then it will arise a quite negative impact such as: employees’ continuing to perform at an inappropriate way if doesn’t interrupt them; there will be some inefficiencies and bad communication; it will also impacts on other employees’ work flow, which leads to frustration and de-motivates effective employees. Finally, this has further impacts on products, time, money and business reputation.

In contrary, performance management, when implemented well, can lead to important benefits for organizations. Cascio (2006) said that organizations with formal and
systematic performance management systems are 51% more likely to outperform others regarding financial outcomes and 41% more likely to outperform others regarding additional outcomes including customer satisfaction, employee retention, and other important metrics. It can help enterprises support and reward their most capable employees. When used in conjunction with performance improvement systems, it can convey meaningful feedback in a useful format, helps refocus employees who are performing below expectations and facilitates career development plans for all employees. (Berman, 2005) The much importance is it increases the fairness and transparency of the evaluation process, and gives the standard for the promotion and deployment through the company.

6.3 Technologies role in talent deployment and performance management

By following a popular new pattern, many companies have embraced web-based software to manage employee performance. A figure from Information Week shows that performance management investments will grow to approximately $2 billion by 2010. Forrester Research predicts even more aggressive performance management spending. They project that performance management software sales will be $2.7 billion by 2009 (Whiting, 2006).

The goal of this performance management software is simple: a workforce with high morale operating at peak performance. The fastest, most efficient route to this goal begins with automating the processes of performance reviews, compensation management, goal setting and alignment, and reporting. At the most basic level, it begins with automating normally time-stealing administrative processes, when comes to the higher levels, it increases the enthusiasm of previously unmotivated employees. The consistent communication between employees and managers plus the clear goal setting that can boost overall productivity. (Davenport, 2008)

For example, the Enterprise 2.0 technique, the corporate world’s version of web 2.0, a web-based business community, such as social networking, wikis, blogs, aims to
facilitate greater collaboration and information sharing. By focusing on this, people working in multiple roles across different geographies have the opportunity to cooperate with much more fluid information. These concepts and new technologies offer increased opportunities for organizations to open up company culture, overcome organizational barriers and enhance global workforce performance. (Faust, 2007) We can use a metaphor here, this web-based technology likes a library, and we put all the employees’ files, capabilities, skills, work experiences, hobbies, and so on. It can be use as the employees’ skills gap analysis and training. When the company needs to fill a vacant position, this talent data base can effective automated matching talent to task with their abilities. Moreover, companies are benefit form this transparent internal talent pool and a clear understanding of their human capital.

The deployment is to ensure people are equipped with the right skills at the right moment and connected to the appropriate resources to achieve the best results. By utilizing Enterprise 2.0, companies enabled talent management systems that help individuals do their jobs better each day, also empower their employees to drive corporate effectiveness more rapidly to achieve a new level of impact on the business and success of their company.

There is no doubt that the collaborative nature of performance management technique system makes this process transparent to all involved, encouraging feedback from managers and consistent self-assessment by employees throughout the cycle, so if the mistakes or problems arise, managers can solve it timely. Further, it can help to link a compensation-planning module or component to help organizations connect rewards to real performance. This mitigates attrition and increases retention of top employees. (Cohen, 2005) More importantly, it helps to assess the employee abilities and skills which reduce the risk of talent management in a global business context. However, there is also some criticize or we can say worry about the applying of the technologies in performance management. A typical example is what happened as the following company.
A large consulting company selected a software-based performance management system and carried it out with a detailed set of job competencies for each position. The company established concrete guidelines for adoption and carefully monitored usage to make sure that each employee had objectives, competencies and development plans according to their specific jobs. After three years of effort and a highly effective software implementation, the HR manager responsible for the initiative realized that managers were actually spending even less time coaching, developing, assessing and managing employees than ever before. The system served as a replacement for the important processes related to regular communications, calibration meetings, and ongoing and informal coaching. (Case resource from www.talentmg.com)

In this case, the problem was not caused by software itself, but by the emergence of automate. It is critically important for organizations to focus first on their business problems, second on their talent strategies and third on their management and performance management processes. When it comes in a reverse way, they often end up with systems that automate processes that send them in the wrong direction. (Bersin, 2007a)

As a conclusion, we can see the efficiency and productivity can not come only by using the techniques or software, but should also come from other improvements, such as the implementation of goal-setting and business strategy, a well communication between employees and managers, the collaboration from all departments, an increase in top-to-bottom transparency and accountability, and employee development.

**6.4 Collaboration: Grow from within**

Growth from within used to be prevalent in many companies but today is somewhat more rare. As companies have downsized, flattened, and redefined the employee contract, it has become less common to see an emphasis on internal development. Most company found it necessary to outsource talent to fill key positions. (Younger, 2007) However, the short-term performance gain of hiring experience in other than specialized areas is not worth the organizational morale and attrition cost. The managers will typically find that
the “rejection” rate of externally hired executives is quite high, despite their skills, because they represent a poor cultural fit. (Pfeffer, 2001)

Therefore, the enterprise deployment of a talent management is an undertaking that directly impacts every segment of the organization. If the companies outsource talent and put them in some key position directly, it may cause the culture conflict, also will influence the employee’s morale who has been working hard for the promotion. However, the good news is more and more high potential corporate signal that individual employees are not available only by a given unit or function, and can be expected to move around locations and business units. These organizations put talented people in a variety of roles over time to explore their potential.

As we have mentioned before, talent management should become a task that everyone in the organization evolved, breeding and nurturing the talent is the responsible of each single one within the companies, not only the leaders or the managers. Therefore close collaboration are required to mitigate risks and ensure the success of deployment within the company. By numerous literature reviews, we conclude that there aspect that can be improved to make sure the collaboration within the company and the share of the information and knowledge.

Firstly, develop existing and emerging collaborative tools and approaches.

A great deal of new techniques and methods have been explored to make communication and collaboration more efficient. One focus is email. Roughly 60 percent of e-mail is spam and only 8 percent is truly important, establishing best practices for e-mail can significantly improve efficiency. New online video and media tools also can be powerful when used responsibly. Blogs are opening a new level of knowledge sharing and dialogue, and wikis (websites that allow users to add and edit content collectively) are enabling employees to collaborate in real time. However, the focus here must always be on the quality of the collaboration, not just on the tools that enable the collaboration. (Athey, 2007)

Secondly, maintain a corporation alumni relationship.
Alumni of an organization have been recognized as sources of new business and employee referrals, as well as for their potential roles as customers and rehired employees. (Pardee, 2008) The aim of alumni is to better connect current and former employees, keep them up to date on corporate news, events and job openings, foster a more collaborative environment, and provide executives with an easy way to keep in touch with former employees. It can also save the recruitment cost and increase goodwill among employees. By maintaining these relationships with each retired employees and current employees, the companies can foster connectivity and information flow. An additional benefit the alumni bring is the rejoin the organization of some ex-employees. They understand the company culture, work ethic and how to navigate their former employer’s organization. Further, the organization has knowledge about their prior performance.

Finally, cultivate a community to foster good relationship.

Powerful colleague relationships have always been important assets in the workplace. As business becomes globalization, the professionals are tend to work together across countries and time zones, managing and maintaining workplace relationships has become more challenging than ever, creating a need for new ways to build the strong connective networks and communities that drive business success. Communities have the potential to foster team work spirit and a mind-set of innovative thinking that teams operating in traditional hierarchies cannot easily achieve. (Athey, 2007) Within this community, the informal social networks can engage employees in ways that promote their learning and growth. Once they understand the ways that people connect, collaborate, and share knowledge, managers can create a comfortable workplace that lead to optimal individual and organizational performance.

6.5 Case study: P&G-building a worldwide talent database

Base in the Cincinnati, USA, Procter & Gamble (P&G) is one of the world’s leading manufactures of consumer packaged goods. The company markets nearly 300 brands to approximately five billion consumers in more than 160 countries. P&G has a significant
market share in several product categories: laundry and cleaning (Tide, Cascade, Dawn), paper goods (Bounty, Charmin, Pampers), beauty care (Pantene, Olay, Cover Girl), food and beverages (Folgers, Pringles, Duncan Hines), and health care (Crest, Scope, Metamucil). The company has grown the sales from $39 billion to $76 billion in the past seven years, until 2007, they have 23 of leading billion-dollar brands in their portfolio and more than quadrupled the number of brands that generate at least $500 million in sales. Today, P&G is among the most valuable companies in the U.S.

People may have question like this: how the P&G Company manage the employees in such a worldwide scale? To address the needs of its worldwide base and maximize the employee potential, is there any secret weapon of its talent strategy? Let’s look at a truly case that happened in the company first. The P&G Company want to find a leader from a burgeoning joint venture with a company in Saudi Arabia. The role required someone with emerging markets experience, who had worked in other countries and in the laundry detergent business, and who was ready and willing to relocate on short notice to Saudi Arabia. For most companies, finding and hiring such a senior external candidates and might take a long time or it just end up with a failure. P&G, however, searched its global database of talent profiles and came up with five very strong potential candidates in just a few minutes. In the end, they found just the right fit, and the new manager was fully on board three months after the start of the search. (Case resource from Harvard Business Review)

It is clear that P&G takes full advantage of super technologies (the global database of talent profiles), but to be successful of deployment in a global spectrum, there are some other important non-technique elements involved. For example, the collaboration between regions, cross the boundaries as we mentioned above, performance management is vital in building a global talent factory. As the company stated it in the company value: “P&G is its people and the values by which we live. We attract and recruit the finest people in the world. We build our organization from within, promoting and rewarding people without regard to any difference unrelated to performance. We act on the conviction that the men and women of Procter & Gamble will always be our most important asset.” (P&G annual report in 2007, p8)
We will start from the technology aspect. The integration of information systems and technologies in P&G contribute to meet the corporate objectives. The majority of these system and technologies is in its Global Business Services, which focus on building technical expertise and knowledge of the business, involving hands-on delivery in the areas of application development, data management and infrastructure operations. This so called Information Technology Infrastructure Library (ITIL) is a set of rule for how to deliver IT services more efficiently by improving management processes across IT departments that support networks, applications, database and systems. A report from Network World (2002) said that by using this system the global company has saved about & 500 million across multiple departments since beginning to streamline the processes with ITIL from year 1998. P&G Company implemented ITIL’s “Follow The Sun” management process, which entails staffing data and operations centers on the world according to time zone. For instance, IT management staff in the Cincinnati headquarters operated shifts from 11 a.m. to 7 p.m. local time, while staff at the Brussels data center worked 9 a.m. to 5 p.m. local time, and in Singapore, network operations punched the clock from 7 a.m. to 3 p.m. local time. The staffing let P&G use employees worldwide to ensure all its data centers were fully staffed from 8 a.m. to 5 p.m.

When comes to collaboration from within, P&G continues to adhere to growth from within rather outsourcing talent. They advocate the collaboration in the organizations. Moreover, they believe their way of training and developing employees provides a long-term performance advantage that is closely tied to culture and effective work process. They also see their development orientation and emphasis as a strong retention element.

We can see a typical promotion case happened in P&G. Aguirre, 43 years old, was enrolled into the company in Mexico but within six years was transferred to its Ohio headquarters. He took a two-year assignment in Toronto eight months later. Then he accepted another posting in Mexico before moving to Brazil. In 2005, he became president of the company’s Global Feminine Care division-the first Mexican to reach that corporate level. “About 95% to 98% of the time we promote from within, it’s an important principal that someone from outside isn’t going to swoop in and take the position.”(Dempsey, 2001) This policy means that managers understand their
subordinates’ jobs because they probably had them at some point. And the promotion from within can boost morale.

Employees who have grown up together within the company are much more likely to work together over time on a variety of projects and departments, and build trusting relationships which enable greater cooperation in achieving business goals. As one former P&G HR executive with significant international experience put it, “when you’ve been in the trenches together over a number of years, it simplifies collaboration. There is a trust that you approach problems in a similar way, share a common language, and that your values are generally congruent.” (Younger, 1998)
Chapter 7: Retention - keep the best people in your organization

Until here, we have spoken about the recruitment of applicants, their developments and employments but, in order to complete the loop of talent management, the talent factory has to demonstrate how much they are ready to keep the soul of the organization, its talented employees. Indeed, when talent has already been incorporated and/or developed within a company, nothing is sure that they stay in the future since extraordinary people will always be coveted by others. Therefore companies have to develop real strategy and that is why Echols (2007) speaks about the retention (or turnover war) as the final struggle of the talent war. It is therefore a decisive point but not the only one because retention is much more than a step among others; it is an issue with global solution.

In this chapter we will therefore talk about the retention of talented people from an artistic leadership and a scientific way of retaining people.

7.1 Retention and employees’ need and value proposition

With demographic shifting, successful companies are developing their talent brands by targeting different value segments with different employees. As we all know, there are three generations now in the workforce market: the baby boomer, the Gen X and Gen Y. They are born in different social period, with the different social experience, their values, ambitions and expectations are totally different. For example, generations Xs may live for working, but to Gen Ys, they seek a balance between work and life. They valued the personal achievement rather the monetary compensation. Meanwhile, even in the same age segment, values are different among people from different cultural backgrounds. Gen Y’s lifestyle may be similar in Europe and North America but not in Asia or Africa.

The management of talent is also to understand the employees’ needs. Indeed, current employees do not want to stay at the same job during their whole career anymore. The time of lifelong job is over! The barriers between professional and private life have broken down. Nowadays people bring their needs, willingness, hopes, aspirations to their
job. “Talented people want exciting challenges and great development opportunities. They want to be in a great company with great leaders. They want an open, trusting and performance-oriented culture.” (De Angelis, 2004)

In 1954, Abraham Maslow developed the hierarchy of needs theory for understanding employee motivation, management training, and personal development. See as the following figures:

He divided the needs of human being into five categories: physiological needs, safety needs, and needs of love, affections and belongingness, needs of esteem, finally the needs of self-actualization. In these five needs, they comes in turn, people will searching for the second needs only they satisfy the first one. Physiological needs are the basic biological needs. People need oxygen, food, water, and stuff make them survive, and that is the reason employee priority incomes for their staying. While after the satisfaction of the basic needs, people are seeking physiological needs, they need to feel safety, need to be loved, to be respected and they want to achieve some sort of reputations or social class.
7.2 Transparency compensation and standard monetary rewarding system

When turns to the scientific part of retention, people will can’t help thinking about the updated technologies. It is no doubt that if the companies bring in the high technique and makes their employees’ working environment full of high-tech infrastructures which facilitate their way of working, it will become one of the reasons that they choose to stay. Maslow also addressed the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their unique potential (self-actualization). Moreover, the nature of human being is competitive, they compete not only within the company, but also they will compete with the people in different organizations. Employees may become complaining if they think that other companies’ infrastructures are superior to theirs. That is why we are all pursuing about the “latest, modern, fashion and updated”. “The issue is not only about meeting regulatory standards or about providing the best quality for the customer — it is also about creating an environment where employees are motivated and proud to be associated with forward-thinking, professionally-driven organizations.” (De Angelis, 2004)

In another hand, we think establishing transparency compensation and standard monetary rewarding system can be good strategy for retention.

As Maslow (1954) explained us only when the lower needs of physical and emotional well-being are satisfied, then we concerned with the higher order needs of influence and personal development. Before satisfying their basic living condition, people will not consider the higher needs. Take a simply example, if you give one hundred dollar to beggar, will he use the money to buy the food or he will use it to buy a ticket of a concert? The answer can explain why there are still a lot of people believed that money is the best reward. Even though, the new generation Y is less concerned about the payment when compared with the baby boomer and generation X. The fact is that more than half of the employee proportion in the company now is baby boomer and Gen Y. A recently survey conducted by Watson Wyatt Worldwide shows that 71% people consider money as the number one reason to stay as followed by promotion opportunity (33%) (Endress, 2007)
Compensation system includes salary income, bonus, benefits and so forth. The point we are claiming is not only just building a compensation system, the more important is it should be transparency and equal to everyone. A well-known theory can applied here to illustrate the importance of equity-the Equity Theory. It is developed by John Stacey Adams in 1963, the main idea of this theory is that “the actual sense of equity or fairness (or inequity or unfairness) within Equity Theory is arrived at only after incorporating a comparison between our own input and output ratio with the input and output ratios that we see or believe to be experienced or enjoyed by others in similar situations.” (Adams, 1963) That means we will feel depressed if we think our ration of input to output is unfair when compared with the others. It can also explain why promote somebody or increase someone’s salary without reason, will have a side-effect on others.

This scientific way to keep people is useful and easily, but the objective of our management is talent, they are well educated, they are smart, they are seeking self-actualization. Is it enough to use the monetary rewarding system? The answer is absolutely no. To satisfy their higher needs, to let them feel be loved and be respected, to provide them a self-developed work environment, the motivation and commitment from leaders is indispensable.

**7.3 Leadership involved in retain the talent**

Different writers try to underline aspects that a leader must own in order to influence successfully the retention. Indeed, Hoffman argues that it is possible to overcome the retention by developing an effective manager. The starting point for him is the manager mindset (Hoffman, 2007). Moreover, within the mindset that a leader should get, Endress (2007) suggests that managers must learn to manage better instead of to criticize employees for their work. He concludes: “no manager can successful if he or she treats and interacts with every employee the same way. Managers need tools that will help them work with an employee in the way he or she will work best.” (Endress, 2007, p11)

Leadership has a great importance in influence the retention rate since numerous articles (Hoffman, 2007; Conrey, 2007) and books (Adair, 2006) tackle that the number-one
reason people leave their job due to the bad relation with the leaders. Indeed, it seems that “people do not leave their company, they leave their bosses.” (Conrey, 2007, p102) The behavior of leader would affect deeply the retention issue since leaders have an opportunity to affect others (Change & Lee, 2007; Adair, 2006; Ware, 2007) An overview of literature, we found out that leaders can influence the retention in three ways: motivation, conversation and commitment.

**Motivation**

“Leadership and motivation are like brother and sister. It is difficult to think of a leader who does not motivate others. But leadership embraces more than motivation.” (Adair, 2006, p7) The way of motivation varied from different leaders and different objectives. For the Gen X or baby boomer, the best motivator may be the money. But for the younger generation, who would like to be passionate by what they do for their job and fulfill their personal potential, the promotion opportunities and the more challenging work may be much attractive. This later approach is clearly related with the concept of “the best place to work” and the matching between employees’ profiles and position.

A motivation theory developed by Frederick Herzberg can be applied here to stand for our arguments. Herzberg thinks that human being has two needs, one as the animal avoid pain, and one as a human to grow psychologically. He classifies the motivate element into two categories— the motivator and the hygiene needs. The former one is the factor that truly leads to motivate, such as the personal achievement, the responsibility, the work itself and the recognition. And the later one will cause dissatisfaction such as the salary and work conditions. He sets an example take form Bible, he thinks that Adam had the need for food, shelter, water, etc, it is hygiene needs. While Abraham was capable to achieve great things by self-actualization, it is motivational needs. Surprisingly, to him the money is a hygiene need as he said: “It (salary) appears as frequently in the high sequences as it does in the low sequences…, however we find that in the lows (events leading to dissatisfaction), salary is found almost three times as often in the long-range as in the short-range attitude changes….when salary occurred as a factor in the lows, it
revolved around the unfairness of the wage system within the company” (Herzberg, 1999, p22)

**Communication**

The productive conversations help leaders knowing the needs of their employees better. Employees bring their needs, aspirations and dreams to their jobs where they hope can fulfill their ambitions. To exchange their loyalties and passions, leader should step up and understand what they are looking for and expecting from the organization. Therefore the conversations shape relationships, and relationships are the important reason for people leave or stay. Moreover, as we have said before, conversations are the primary element to build a learning organization. Informal interactions with others take much more percentage than the formal one. Through the informal contact with employees to know them and satisfy their needs can be good strategies in talent manage.

**Commitment**

Commitment of leaders has long been a concern of organizations as it affected the employees’ behaviors, learning and so forth. The leaders need the commitment from employees to ensure their involvement in the job, but otherwise, employees need the commitment from leaders to stay in the company. Especially when facing the issue of Gen Y, they are not working-oriented. To them, working is not just for money or other material rewards, but more for the personal achievement and development. Therefore, the commitment to them is much more important in retain Ys’ talent. In this case, the commitment of challenging work and development of employees will make the recruitment much easier. In a conclusion, as a leader, it is his duty to form good relationships with employees and foster those relationships. If you want them to contribute for the company, first contribute yourself. Takes sometime to know employees need, their value proposition and satisfy them, it is the best way to keep the talent and drive forward to the business goals.
7.4 Case study: Canadian Forces- retention in non-profit organization

The workforce retention within an organization is not limited only to profit-making organization since we would like here to present the Canadian Army study case. Indeed, armies all over the world and more especially the one of Canada put up with the workforce phenomenon. This assessment has led the Canadian defense to undertake a survey about this subject (and the motivation as well) and therefore there are lots of documents available on the official website. (http://www.cda-acd.forces.gc.ca/)

A survey was made between 2002 and 2003 about what it is motivating or not for the soldier. The findings were quite correlated with what we spoke above. Indeed, they underline the existing tie between leader and subordinates, there are main three dissatisfactions existed: lack of senior leadership overcomes organizational problems and challenges, lack of satisfaction and low to medium levels of affective commitment and emotional attachment.

General policy and “conscientisation” of leaders

The purpose of this aforementioned attention was developed regarding several elements. Indeed, the first element was that the recruitment did not enable to fulfill the natural departure and the increasing volunteer departure in certain specific military group. Secondly, this situation is relatively tricky when authorities take in account the sum invested in the education and individual training of each military. Thirdly, as most of organization, CF was subjected to the ageing of baby-boomers and by way of consequences, a great wave of retirement was predictable. Fourthly, military career seems to be very far from young consideration since their number constantly decreased. Therefore the Canadian Army Institution wanted to achieve a certain degree of “yield” between costs invested and the career-life expectancy.

It is obvious that the leadership cannot solve the retention issue by her-/himself. Indeed, leadership consideration is in line with a wider strategy. This issue is handled by three different ways. The first one is called the legal approach which is probably not the best to solve this problem since it uses the law to retain people (and therefore a little by force)
but this solution is only possible in an emergency cases. The second approach is the monetary one. This method tries to incite people to stay longer or to join again the Canadian Forces. Therefore it is a half-solution since it only make late the problem. The third approach is undoubtedly the hugest challenge for the CF’s human resource management. Indeed, they want to arouse a real individual willingness for each individual and a conscious choice will be made from the personal. They distinguish two different ways to achieve this goal. In one hand, they want to offer the necessary tangible elements in order to develop a career and a satisfying job – it means pay, equipments needed, and so forth. In another hand, they want to pay attention to more abstract elements where the leader has a great role.

For them, leadership has a central place within the retention context of workforce since the leader is responsible for the smooth operation of different activities not only for the achievement but also for the promotion of cohesion and team spirit. The implication of leadership stretches over fundamental centres of retention. Indeed, they describe several direct consequences: 1) mutual relation of trust between leaders and subordinates enables both loyalty and commitment; 2) well-being and moral will be enhanced. Therefore, everything should be possible thanks to the leadership. Indeed, they describe characteristics inherent in potential future leader as: “…leaders have to make their competencies of leadership blossom in order to adopt a more transactional style or the vision, flexibility and the adaptability of leadership are essential for the development and maintaining of an effective culture of FC on an operational plan.” (Department of National Defence, p20)
As a conclusion in this chapter, we firstly answered our research question: is talent management an art or science in order to build a talent factory. Then we gave our own understanding about the talent management. In order to link the entire research conclusion, we built a talent factory model. We also highlighted some points that we think they are the important elements to understand the talent management. In last chapter we linked our research issue to the updated empirical level, and meanwhile we gave some recommendations to those who want to have further research on this area.
Chapter 8: Concluding Remarks

8.1 Conclusions

In the coming years, addressing the shifting demographics and shrinking of global talent pool, most organizations will have to rethink their talent strategies. It is a key enabler for the organizations seeking for the improvement of workforce productivity diversity and sustained business advantages. Therefore it is vital for organizations to manage talent to execute the company’s most important jobs and fill key positions. By building a talent factory to ensure the recruiting, deploying, developing and keeping talent within the companies, leaders can raise individual development and entire organizational business performance.

As a conclusion, we cannot simply say talent management is an art or a science. Obviously, like any other management, talent management is much more tending to be an art, it involves the leadership, the communication, the commitment both from leaders and employees and so on. Meanwhile, the use of technologies enables organizations to rapidly align, develop, deploy and maintain their high-performance employees. To build up a talent factory, the technologies are necessary and important. Therefore, combined with some others’ definitions, we consider the talent management as:

“The integrated processes, programs and technologies to recruit, develop, deploy and retain people with their skills and potentials in order to meet current and future organizational need. Talent management is a responsibility of every single person in the organization. Breeding and nurturing talent involves both individual and organizational development.”

The invisible mechanism – talent management bridges the gap between talent and talent factory. In this talent factory, someone may think we are producing the talent, someone may think we are exploring the talent, and someone may think we are consuming the talent. No matter for which reason the company decides to build a talent factory, we urge that a scientific and deliberate approach should be undertaken in recruitment,
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As we can see in the following graphs, it combined all our research analysis and workings.

Figure 6: talent factory model

As we can see clearly from the model, each department is divided into two parts, the scientific part and the artistic part. In recruitment, e-recruitment helps to make the recruitment more efficiently and less expensive, but the problem is they may risk losing the contact with the applicators. So it is critical for the company to build an employee brand. In the development department, the e-learning technique helps a lot in building a learning organization, while communication and a diversity culture is also critical in development of employees. In the deployment department, the performance software helps to build a talent “library” which we can track the employees’ working experience, skills and qualifications, according to this data, it is easily to match the job position. But without the collaboration from different sectors, the deployment is hardly to success. Finally, in retention department, it is important to establish a transparency compensation and monetary rewarding system, it gives the employees a sense of equity. But the
motivation, commitment and communication from leaders are particularly important to the talent who are seeking of self-actualization.

As a reflection about us, it is a lively example that our university and our program also function as a talent factory. We were attracted here, we were highly developed here which somehow shifting our whole life into a newly and higher stage. As our arguments mentioned before, the recruitment department is more focusing on taking care the feeling and attitude of employee, the e-recruitment technologies are used to facilitate the recruiting process, but the much more important part is building the employee branding. We are not sure the situation here, but at least in China, Kalmar University has a lot of cooperation with Chinese universities, every year hundreds of people apply this university and our program just because of its name. It is our honor to study here, we do develop and improve ourselves a lot. Take one of our thesis author Fang Fang for example, when I first came here, my English was so terrible, and I couldn’t even speak a complete sentence. When I first made the presentation, my whole body was shaking, I wished the world could stop running, I wished that someone could suddenly get sick and I could have the excuse to leave the classroom. But even I had the notepaper in my hand, I still couldn’t read it smoothly, you can imagine how terrible I was. But as the boss of this talent factory, Philippe Daudi didn’t scold me neither laugh at me. He said some sentences that I couldn’t forget for my whole life: “Fang Fang, there is no punishment in this room, if you want to read your note, put it on your desk and read it slowly and smoothly”. Since then the miracle happened, I proved so much when I presented in front of others. The first time I read the note, the second time I used the note for half of the presentation. Thanks to this talent factory, until the last time, I am already can present in a very easy and imperturbable way. All of these progresses will not happen if without the motivation and encouragement from our tutors- Dr. Philippe Daudi and Mikael Lundgren.
8.2 Key points need to be highlighted

The technique roles in the talent management

New tools and techniques are now available to help integrating the whole talent management process through the enterprises which were disconnected before. Unfortunately, it is obvious that none of the talent management systems is mature enough to provide an end-to-end solution, still we cannot deny the benefits brought by the technology in talent management. In the recruitment process, it helps to create job postings for positions as well as the on-line recruitment. It helps to building up a learning organization, thanks to the technologies, the communication within the companies becomes much easier and efficient, and all levels of the organization are aligned to attain critical business objectives and strategies. Talent management software also relieves the workload of writing performance reviews by automating the task and ensuring quality reviews are completed effectively and efficiency. The most important is the technique helps to reduce time and costs of talent management process by an on-line, easy-to-use solution. It identifies the employee skill gaps by immediately turning automated performances management into development plans, aligning training and learning demand with performance needs and strategic goals.

Technology changes the way we work, the roles we undertake, and the interactions through which works get done (DeFillippi, 2002). In successful cases, technologies enable to integrate, automate and measure many talent management functions, providing a structured, accurate and immediate method for determining whether the people in an organization are equipped to meet the company’s current and future strategic business objectives. (Bersin, 2007a) In unsuccessful cases, as we have mentioned in the development process, Agyris (2008) argues that the technologies can also block the communication among the learning organization even as they help solve certain kinds of problems. They also promote defensive reasoning by encouraging employees to believe that their proper role is to criticize management while the proper role of management is to take action and fix whatever is wrong. As a leader or CEO of the company, be careful about the use of technologies. It does make our daily life much easier and convenience, a
lot of companies may get excited about the innovative and updated techniques, but also because of that, people are becoming more and more rely on the technology and it seems they have forgot the importance of human being behaviors. Especially the role of managers, they are the bridge between leaders and employees, if they are too much focus on the use of technique, neglecting the communication, the collaboration with employees, the consequence will turn out to be a disaster.

**Align the talent strategies with the business goals**

A lot of people mixed the talent management with the human resource management, it is important to understand that talent management is not a HR program or process, but rather an integrated effort to drive business results across the organization (Spirgi, Carsello & Jensen, 2007). Therefore, it is critical for the leaders in the company make the talent management strategy and all supporting activity drives toward specific business outcomes. As Alice Snell said, “the future of talent management is embodied in solutions designed from the ground up to provide business-centric functionality on a unified talent management platform.”

No matter how updated the technology is, no matter how abundance of raw resources the companies has, for the most organizations, the people factor plays the key role in value creation and business success. Therefore, it is important that any talent management system should align with the business objectives. Equally important is the notion that talent management is not HR-owned initiative, but one owned by the business. (Spirgi, Carsello & Jensen, 2007) When leaders are setting up the business objectives and goals, it is important to factor in the overall strategy of organization and how talent management will help to achieve this goal. As a consequence, it is vital for the business leaders to formulate a talent strategy which drive towards the business outcomes. Considering what the organization wants to achieve and how integrated talent processes can help to achieve those goals, it is a shortcut to fulfill talent management processes.
The function of HR department in the talent management

As we have argued that the talent strategies should integrated with the business goals, while the question is who is going to translate a business strategy into a detailed talent strategy? The answered should be the HR department. For instance, HR department is more professional to answer: how many people does the company need to execute its business strategy, where does it need them, what type of person are needed to make it happen? As a consequence, “talent management must be forged from a true partnership between management and the departments that oversee the ‘people function.” (Oakes, 2007)

Moreover, talent management is different from the human resource management. When we entering the talent age, HR department are not supposed to only responsible how much salary the employee will get, how much people the company need. HR professionals can not be largely preoccupied by the standard processes- payroll, recruitment, training, compensation, which are even not executed in an on-going process. So the first thing we should do is to redesign the HR department. (Wellins & Schweyer 2004) Improve the old systems and processes to ensure superior development of employees. “HR department is expected to bring a depth of knowledge of best practice in the creation of talent development systems, their alignment as an integrated whole, the requirements for effective execution.” (Younger, 2007) In this process, the HR department plays a very critical role in leading the change and coaching. Talent management is not just about the new techniques but rather a shifting mindset of the entire organization. Therefore, it is important for the HR department plays the leading role in this mindset change. They need to understand the company value and business goals in order to plan a culturally appropriate talent management processes and programs. They know where the company stands, how deep the talent gap is, and then they recommend how to apply or adapt best process in ways that fit the culture of their organization.

Numbers of researchers think that the HR professionals should need to develop a better understanding of their organizations’ business.(Younger, 2007; Guthridge, 2008; Wellins
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As required to define the talent need for the present and future, the skills and knowledge of HR professionals have evolved as well. “They must view themselves as internal business performance consultants and focus on those tasks that are most likely to transform their organizations. Get as close to the business as possible.” (Guthridge, Komn & Lawson, 2008) Actually, in many leading organizations, HR managers and professionals need to work in different department before they achieved their position. The purpose to do is to ensure that they have the enough business knowledge to put the right person with the right skills in the right job at the right time to reach strategic goals at all levels.

Leadership influence in the talent management

There is confusion here for some leaders. They view talent management as a very complicated and costly process and something that can only happened in large organizations. So even they have that motivation, they will give up the thought due to the high expenditure. In fact, the talent management can be simple and inexpensive. “Great talent development happens on the job, through project work, secondments and by asking people what they are interested in and finding out what they want to do.” (Coleman, 2005) As a factory which wants to maximize the production, the leader of this factory plays critical roles. Leading the change properly, can develop the employees’ potentials and meet the business needs. It is time for the leaders to rethink about how he or she can act and double the effect on the talent management. As we mentioned before, leadership is one of most important difference between human resource management and talent management. As a consequence, to ensure the success of the talent recruiting, developing, deploying and retaining, leaders should and must take over the responsibilities from the human resource department, and play an overall director role.
Chapter 9: Recommendations

The war for talent is far from over, it is just the beginning of the new chapter. If we pick up any major business magazines or journals, such as Times, Economist, Harvard Business Review, etc, we can find a lot of emphasis on talent management these days. As a leader and manager, how to recruit develop, deploy and retain high potential talent to cope with the globalization is becoming a critical boardroom agenda. Therefore, we recommended ten tips in order to build up the talent factory successfully.

1. Clearly identify the current talent gaps and the future talent needs. A good talent strategy cannot live without the clear understanding about the talent gaps. Only when you know what the current employee ability is, what needs to be developed, what type of people you are looking for, you can make the first step towards the talent management.

2. Establishing learning and development pathways to maximize the potential of employees. The development of employee is one of the important reasons for them to stay. Building a learning organization to ensure the transfer of knowledge and information plays an important role in optimizing the employees’ potentials.

3. Manage performance-no measurement, no improvement. The employees want to be stretched and mentored, the feedback from performance manager is more about a self-improvement standard

4. Commitment from both leaders and employees. Avoid to be the rhetoric, commitment needs

5. Intimate collaboration between every department in the organization. A good collaboration facilitate the process of deployment, it can reduce the risk of put the skilled people into the wrong position.

6. Cultivate a diversity culture within the organization. Culture shapes the relationships and influences the organization functions. A truly diversity culture go far beyond the ethnic duty, it is more about the individual difference.

7. Backed up by a strong HR department. HR department plays the leading and coaching role in the talent management. It is where the business strategy converted
into the talent strategy.

8. Share the responsibility throughout the organization. Breeding and nurturing talent is the responsibility of every single person within the organization.

9. Dredge up well communication channels. As the organizations become more flatted, the top leaders now have chances to talk with the down level of employees directly, to make sure what the employees’ needs, what they want from organizations is important for leaders.

10. Use the technologies appropriately. The technologies do facilitate the process of talent management, but on the other hand, it has the side effect. When people become more and more rely on technique, they will neglect the importance of human behavior such as communication. As a leader, be careful about the use of technologies.
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Fang Fang Li and Pierre Devos


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Appendix

Appendix n°1: the interview of ManPower

Appendix n°2: WESC form
Appendix No.1: Interview of Manpower

This questionnaire has been made only for the recruitment part within our thesis. It represents the gathering of two interviews (30\textsuperscript{th} March and 5\textsuperscript{th} May 2008). Indeed, we judged that answer was not enough to have spicy elements and therefore two interviews with the same person were necessary.

Channels used: VoIP and e-mail

Date: 30\textsuperscript{th} March and 5\textsuperscript{th} May 2008

Company: Manpower, region of Brussels

Respondent: F.G.

Pierre Devos: First of all, I would like to thank you for your kindness you made by accepting this interview. I know that you take an extra time for doing that and so, thank you very much for that! In order to start this interview, I am going to speak in a few words about who I am and why I am in front of you today. My name is Pierre Devos and I am currently in an Erasmus exchange in Baltic Business School in Sweden. In order to achieve my Master Degree I have to present a thesis. My partner and I chose a specific topic which is the talent management. The purpose of this thesis is to answer a fundamental question: Is talent management an art or a science?

Pierre Devos: Now I would like to know a little bit more about you and the job that you made. In other words, how are you and what are you doing in your position?

F. G.: I am a consultant in recruitment for a society specialized in recruitment for applicants in order to accomplish short and long term. I am working for a specific division, the technical one. It means recruitment for manual jobs that require a specific qualification such as: mechanic, electronics, heating engineer and so forth. Therefore, I am responsible for jobs that currently know a shortage and I am working a little bit differently than the “classic” recruitment methods. Therefore a consultant in recruitment has to act as a link between the customer’s demand and what a candidate wants. We call
this relation the “matching”, it is really the basis of our work: to understand customers’ requirements and applicants’ wishes and to match them.

**Pierre Devos**: Which kind of process do you use in your job in order to recruit? Describe it deeply if it is possible.

**F.G.**: We use a process with four steps. Firstly, we’re doing a quick examination of characteristics and skills of the candidates. That’s what we called the “pre-screening”. Therefore, we gather basic information about the applicant such as: first name, family name, and so forth. Then we’re doing an examination more deep on the CV (formation, experience) but also with the interview, we are trying to find the psychological skills. This step can also be complete with more tests because it helps us to “measure” the candidates’ skills. Finally, the last step is called the “matching”, this is the most important because it’s about matching the skills of the candidates with the demand of the client. However, this way to proceed is not an obligation. Some of these steps can be skipped and sometimes we use only one or two of it. For instance, when it’s an emergency, we don’t have time to do all the process.

**Pierre Devos**: In the specialized literature, the current type of recruitment would be the competency-based approach. Could you give your feeling about that? Do you deny this approach or not? If you use this approach, how and why do you use it?

**F. G.**: Yes, we use it! The recruitment is based upon applicants’ competencies and we cannot deny that it is a major factor. Even though I think that we are more listening to what our customers, firms ask for. Indeed, we notice that a lot of firms are ready not to focus on objective competencies of an applicant but they see more globally. I can feel that within certain job where there is a shortage, customers (hear companies that want a specific employee(s)) are less difficult than before about the applicant’s competencies requirements and a lot of customers offer trainings in order to complete applicants’ gaps if they cannot have exactly what they expected. What I can feel thanks to my experience is that “technical” competencies are not in the centre anymore. When I say technical competencies, for instance the domain I am dealing with, it means the agility about the
mechanic or certain certificate an applicant has for a specific machine. All these things are less important for the moment, it is my feeling and we much more focus on the applicant’s capacity to learn. It is a kind of competencies after all. In other term, it means that we focus on what the applicant will be able to give in the future for a company, on his psychological qualities, if he or she will adapt to the company or if he or she is able to collaborate with other people. Applicants’ competencies are obviously major but the willingness to learn new things, flexibility and sometime certain applicants’ cost might change the order.

**Pierre Devos:** Today, we are in a knowledge society, and therefore everybody’s talent is a little bit “invisible”. Therefore, my question is: how is it possible to define the necessary characteristics for a specific job?

**F. G.:** This problem is more related with other recruiter in my company. It should pose a problem for certain sectors within recruitment such as middle and senior management and therefore it does not concern me. For my job, all applicants I am looking for have to own a certain competency which is calculable. For example, it is easier to analyze competencies for an electrical engineer or welder because we can observe their work. We can check their abilities before. But anyway, interviews stay a core element in order to understand the applicant’s nature. But the difficult we are facing for the moment is that applicants prepare quite well their interviews and they are able to answer before we ask the question. Our job is therefore to renew constantly questions and be creative in order to destabilize applicants and observe how they react in view of this new situation.

**Pierre Devos:** How do you proceed in order to define the applicants’ profile required by your customers – it means the firm that is looking for workers?

**F.G.:** Before the first essay to define the profile, we have to know our customers in itself. It means what company exactly expects from the candidate and all subjectivities from the company. For instance, some customers are unfortunately racist or they want to work only with men or other similar things. For this kind of situation, we try to inform that we cannot make a research based on subjective criterion (in the law sense) but you have to
know that such things exist! We are forced to do with that because we make business. Indeed such case occurs sometimes for instance I recently received a firm that wanted to know the astral sign for each candidate. Which is the link with the recruitment? I do not find yet! There are numerous companies that use subjective criterion but we are aware that such criterion will make the difference at the end for the company. Otherwise, each company has their own requirements about corporate culture, technical competencies, or other subjective criterion. Human beings are not perfect and everywhere there are strange behaviours. For instance, when I make an interview an applicant may seem to be likeable while a second one not at all. Indeed, for exactly the same position/job, a customer will prefer an experienced applicant while another company will take for instance a “junior” applicant. We can say that it obviously depends on the firm’s nature, its culture and its strategy. Then in order to develop our own idea, we go inside the company. We will be able to take in account the effective work that the future, potential candidate does. It means what he or she has to do as work, of course, but in which conditions work takes place as well. This step is called in our company a WESC, it means work environment survey or in French CFR fiche. Therefore it is a company visit that enables us to define exactly qualities we are going to require for a candidate

**Pierre Devos:** Have you already to reorientate the customer’s choice because the choice seemed to be absurd?

**F.G.:** It is an interesting question. Honestly, we are in a commercial relation with the company and we are at their disposal. If you go to a chocolate factory and that you ask 150 grams of white chocolate and the seller replies that you are too fat and black chocolate is therefore better for you. Even though it might be true, it is difficult to say that without annoying them. But we can attempt to influence them. For instance by using again the racism example, we can send two different profiles even with equal competencies, one African and another Belgian one. Therefore we can influence company by this way but it is true that I will not send only an African profile not to loose market share but I will do that subtly by sending different profiles from different horizons. It is more a worry of honestly. That might let a possibility that the company
takes in account that there is possible to have better profiles elsewhere. It is really by small touch.

**Pierre Devos:** In order to identify all characteristics required to be spread, it is necessary to understand all competencies, abilities, education but the question related to that is: is it easy to create a link between job description and applicant’s specifications? How do you make required that and why?

**F.G.:** No, it is! This question represents quite well the biggest difficulty for our work. We have to know very well the company before we are sure that the applicant suggested will match well. We really need to go inside the system, and ask the most relevant questions and be aware and listening to subjective requirements from our customers about the potential candidate. We really have to be in our “customer’s skin”.

**Pierre Devos:** Which kind of recruitment channel(s) do you use within your organization? And why do you choose one instead of another one?

**F.G.:** In our sector, we try to introduce as very diversified. We use classic channel such as newspaper, journal, and so forth but we also try to use more modern channels such as the Internet tool. Now I draw your attention to the fact that our company adopts a strategy with the goal not to recruit via mass media such matter as television, radio, and so on. We only target specialized channels in the recruitment, for instance specialized newspaper. But in another hand, we use every channel it is possible to seek applicant (public channel: Forem, VDAB, “maisons de l’emploi”… or private channels; Web site; …)

**Pierre Devos:** Could you tell me more about your strategy?

**F.G.:** Therefore broadly speaking, there are two different points within this strategy. In one hand there is the strategy of the company on the visibility standpoint, it means that we want to show towards outside (the society) and in another hand, the strategy that we use everyday, it means the way that we concretely take care of the recruitment. These two side of our strategy are not the same but they are a little bit tied in the sense that if we want to have a picture as a reference (and not as a leader, it is completely different), it
means that we want to show our professionalism and therefore means that we never use channels such as mass medias or in other words you will never see our company making big poster for instance. It is not our objective; we do not want to show that to our potential audience. Therefore, the picture we want to spread influences channels we use because why people come to us? The answer is simple because it is thanks to the image we give or simply the hazard.

If I have to speak only about recruitment channels, we use every channel that it is possible and imaginable. We have carte blanche (free hand) because there is such a big shortage of candidates. If an employee from my agency has an idea more or less correct, for instance to go and distribute flyers at the market and we have a chance to meet candidates, everything is good to try. It is so difficult to recruit people that we have to make some brainstorming in order to develop idea to recruit but all ideas have to respect our global strategy.

Pierre Devos: Within your strategy, you said that you use public channel such as the Forem, why do you use it and how it is possible to do that?

F.G.: We can notice that temporary employment agencies are often a springboard for definitive jobs because bosses have the flexible labour and therefore they have the opportunity to hire or stop a contract quickly. We can explain this situation from the fact that the economical situation we currently know is neither excellent nor very bad. In case of bad period, bosses can lay temporary workers off but in another hand when the situation is more or less good, they receive a definitive contract. We use that to say to candidates: “Look at this, people may be hired thanks to temporary employment since they have a chance to be hired. That is why we use the Forum for instance, it is an inevitable partner.

Pierre Devos: Different channels are used by recruitment companies such matter as the e-recruitment (hear: recruitment by internet), the interview, and so forth. About this subject, do you use the e-recruitment channel? What are you feeling about this channel compared with more traditional methods such as interview? Do you think that Internet
might reduce the contact with the applicant and by way of consequence information might be erroneous, forgot or simply insufficient?

**F.G.** The recruitment via Internet channel is undoubtedly a good thing, because it enables to touch and attract a very wide audience. It is also time gain since a part of the interview is made immediately. The Internet-user completes a part of his or her profile and several tests will be made. Another advantage is that Internet is accessible 24 hours a day and therefore it recruits out of opening hours. This is really interesting for people who want to seek another job since they are busy at the same time during our opening hours. But the big disadvantage for me is that the Internet tool reflects a vague image of the applicant, it means that it induces mistake. In numerous cases, candidatures we receive seem to be very tempting but concretely they are not! For instance, applicants who suggest their candidatures only as a survey in order to see what they might “be worth” on the market. Therefore in certain cases, while we had to win time we completely loose time. That is why when an applicant comes to our agency it means a certain degree of motivation. Nothing can replace face-to-face relation even the Internet tool.

**Pierre Devos:** Which are the different methods of selection that you use within your company? Could you tell us their advantages and disadvantages? Do you use the same methods for all recruitments or do they vary according to specific criterion? Which methods are usually used and why?

**F.G.:** Two methods are used more often than others. Those are objective ones and psychological ones. We are using them in every case and sometimes they complete each other but more and more the psychological method seems to take over. It seems that we have more difficulties to find people with the good skills. So we are trying to find people with less skills but a lot of motivations and able to integrate, learn, involve themselves in the company life. Nevertheless, this method in recruitment could lead to a bad interpretation from the consultant. For instance, it is easy with a test to check who the best mechanic man is but it’s much more difficult to see who have the best motivations. But we prefer to test people within our organization because most of the time they are
motivated and these methods are the best effective way to select people. However, internal recruitment (at the agency) take more and more importance but stay a support and we use it more for profiles very difficult to find.

**Pierre Devos:** What do you think about the feeling, the impression, the intuition that a recruiter may have during the selection steps and more generally in the whole recruitment? Do they represent a big part in your work? Why?

**F.G:** The recruitment, in general, it’s a feeling, an impression. A series of tools are in our hand to help us “measuring” and “objectify” our feelings. However, whatever it is the consultant or the customer, they have an subjective idea of the person that is the best for the one kind of job. This is the main character of the recruitment because the human resources are made by human being and not by machines. Today, the e-tools are in progress but nothing could ever replace a human feelings because we take the final decision and even if the figures said to us that one people is better than another, we are not forced to follow this decision. It is true that we found a considerable help with the advent of Internet and globally new technologies but we can see today that because of the shortage we have to use much more what we feel than certain work tools. And therefore, these tools are more supports. That is why I think that has a great part and it is often this small intuition or feeling that plays for or against an applicant.
Appendix n°2 : WESC form

This paper comes from Manpower. It is really important to have a look of it in order to understand how recruiters analyze the direct working environment.

WESC – Environnement de Travail

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Attention à :

Permis ?

Attestations ?
Sécurité :

Résultats accidents de travail :

Risques les plus importants :

Lors de l’accueil, la sécurité est abordée ? □ oui □ non

Comment se fait l’accueil ?

Par qui ou comment ? Quand ? Durée ?
Accompagnement intérimaire par :

En cas de plusieurs chantiers :

□ Coordonnées chantiers :
□ Responsable Chantier :
□ Responsable Sécurité Chantier :
□ Accueil & introduction :
□ Consignes de sécurité spécifiques :

### EPI

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<tr>
<td>Casque de sécurité</td>
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<td>Lunettes de sécurité</td>
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<tr>
<td>Harnais de sécurité</td>
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<tr>
<td>Gants de sécurité</td>
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<tr>
<td>Protection respiratoire</td>
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<tr>
<td>Protection acoustique</td>
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<tr>
<td>Masque à gaz</td>
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<tr>
<td>Masque soudeur</td>
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<tr>
<td>Autres</td>
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</table>

### Milieu de travail

<table>
<thead>
<tr>
<th>Travail dynamique</th>
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</thead>
<tbody>
<tr>
<td>Travail statique</td>
</tr>
<tr>
<td>Position de travail</td>
</tr>
<tr>
<td>Varié/monotone</td>
</tr>
<tr>
<td>Lever et soulever</td>
</tr>
<tr>
<td>Fréquence?Position?</td>
</tr>
<tr>
<td>Degré de difficulté ?</td>
</tr>
<tr>
<td>Formation requise ?</td>
</tr>
<tr>
<td>Rythme de travail</td>
</tr>
<tr>
<td>Autonomie/team</td>
</tr>
<tr>
<td>Age moyen</td>
</tr>
<tr>
<td>Langue</td>
</tr>
<tr>
<td>Espace (limité/hauteur ?)</td>
</tr>
<tr>
<td>Bureau: séparé/paysager</td>
</tr>
</tbody>
</table>

### Risques

| Danger d’explosion ? |
| Produits chimiques ? |

### Niveau de bruit

| Eclairage |

### Airco

| Odeur/ poussières/fumée |

### Climat/courant d’air

| Vibrations |

### Ordre & propreté

| Pictogrammes |

### Premiers soins

| Système |

### Contraindre EPIs ?

| Port d’EPIs par le personnel? |
| Etat parc machines |
The University of Kalmar

The University of Kalmar has more than 9000 students. We offer education and research in natural sciences, technology, the maritime field, social science, languages and humanities, teacher training, caring sciences and social service.

Our profile areas in research are: biomedicine/biotechnology, environmental sciences, marine ecology, automation, business administration and informatics, but we have research proceeding in most subject areas of the University.

Since 1999, the University of Kalmar has the right to accept students in postgraduate studies and to examine doctors within the subject area natural sciences.

Baltic Business School,

at the university of Kalmar

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