Talent management.
An illustration through sports

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Our Master thesis – Our Footprint

“Every step towards your dream today is a step away from your regret tomorrow”

-Dr. Steve Maraboli-

Andreas Martin Manke, Íñigo Pascual Aguirre
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El alemán, Andreas

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Abstract

The word talent is becoming more important nowadays in a world where everything is getting globalizing. Along this thesis, the authors take a close look to the definition of talent and the role of the talent management theory. It is also mentioned other topics such as knowledge management and human resources management, and how both are connected to talent management through talent itself. This process is mainly structured in three key elements: To find, develop and retain a talent. During the whole process, the concept of leadership and leader will be present. The authors use the world of sports as illustration to make the talent management and leadership topics more visible to the reader. Several experts were interviewed from different fields and with their knowledge and experiences, Íñigo and Andreas come to the final conclusion where it can be appreciated how business can learn and benefit from sports and vice versa.

Keywords: Talent management, leadership, sport, find, develop, retain, talent, leader, team, motivation.
Declaration

We hereby certify that this master’s thesis was written by our own. Moreover, we confirm the correct indication of all used sources.

Kalmar, 15th of May 2014

_______________________  _______________________
Andreas Manke            Íñigo Pascual Aguirre
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CEO</td>
<td>Chief executive officer</td>
</tr>
<tr>
<td>CyL</td>
<td>Castilla y León</td>
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<tr>
<td>HRM</td>
<td>Human resource management</td>
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<tr>
<td>IQ</td>
<td>Intelligent quotient</td>
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<tr>
<td>KM</td>
<td>Knowledge management</td>
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<tr>
<td>RFEA</td>
<td>Real Spanish Federation of Athletics</td>
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<td>TM</td>
<td>Talent management</td>
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<tr>
<td>UEMC</td>
<td>European University Miguel de Cervantes</td>
</tr>
<tr>
<td>WWW</td>
<td>World Wide Web</td>
</tr>
<tr>
<td>YBB</td>
<td>Young bright and beautiful</td>
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1 Introduction: File card with first impressions

This section as its own name says, it is an introduction of what the thesis is about, why is important, a brief description of the authors and what motivates them, presentation of the research question and how the whole thesis is going to be organized.

1.1 Why is it of utmost importance?

Talent, has anyone heard about this word recently? Of course they do. Talent is the key word in today’s business world. It is the key element in every single company out there. Since Internet made its apparition and the World Wide Web (WWW) in 1989, everything has become faster: connections, searches, the way people see, learn and interact with each other and more. Everything has gotten more and more globalized and every time it is even more difficult to find something unique, that makes people and companies different from each other.

People see, act, behave and copy other people’s actions and this finally ends in everyone does and has the same. Those people work in firms that do and have the same to offer to the general public. However, in the business field nowadays, this does not work anymore. Firms might offer the same, but customers’ demands are different, and if they have different requests, companies must offer what they are asking if they want to win the long run that the business world is now. The company that would be able to change the rules of the business game, take a step forward into the unknown and take the risk of going out there, the “jungle” of the globalized business, that firm will have more chances to survive in today’s business.

And there is one way to step ahead competitors, to make that difference between “you” and the others and gain competitive advantages. It is called, talent. Talent is what companies need nowadays, and the search of these talents is getting harder and taught everyday. They will make you be seen with other eyes from the client’s perspective and get to the top of their priorities. Today’s business world is today’s war of talents. The one with the most brilliant ones, will reach the goal and win the competition.

This is why the study of talent management is important at the moment. It is the precious metal and object of desire.
1.2 Talent: the object of desire

In a lot of scientific papers and writings the authors link to the McKinsey’s ‘War for talents’. There are a lot of talents in every part of our society. The aim of an efficient organization is to try to get the best talents and develop them. Many people have the opinion that the lack of good talents is getting more and more in the future. The companies will fight for the talents. That it can be read in the McKinsey Quarterly. They have the opinion “Better talent is worth fighting for” (Chambers et al. 1998, p.44). They are convinced that the struggle to gain talents is getting more difficult. For that they made a survey with asking 400 corporate officers and 6000 executives (Chambers et al. 1998).

Furthermore, they found out, that small and medium-sized companies are rising and they need the same kind of people for their companies like the large-sized companies do (Chambers et al. 1998).

Finally, they mentioned, that jobs are getting changed more often than ten years ago. The trends show that jobs could change more over the time (Chambers et al. 1998).

John T. Thompson, the vice chairman of Heidrick & Struggles International mentioned that the war for talents is increasing. He has the opinion that “there is a huge shortage of highly talented people” (Ashby & Miles 2002, p.10). The people who have the skills it is needed as a leader in relevant industry segments are rare (Ashby & Miles 2002).

There are also a common believe, that the people who are working for a company are getting more important than before. Their employees and the knowledge they can gain is the most crucial success factor of a company. Gregory J. Owens, CEO of Manugistics Group said “it’s the people who drive a business” (Ashby & Miles 2002, p. 39). The people who are working in a company are increasing the knowledge inside of a company. All the ideas that the employees have in that company, help building up the “structure, culture, and memory of that firm” (Lahti & Beyerlein 2000, p. 67). The employees are developing their network that allows them to increase their knowledge, too. The experience of each person in a company can help to gain knowledge what could lead to success of a company.

As it can been deduced, talents are generally needed to establish and increase the success of a company. Without any talents it could be difficult to keep the knowledge inside a company and to develop new ideas and concepts to keep the company on course. Because of nobody wants to lose ‘the war of talents’ it
is needed to make the company attractive for the potential talents to work in that company. For this reason, we have to look at the role of a HR Department. The task of a HR department changed in the past. Forty years ago, the HR department was more a personal department and the task of them was to hire, pay and fire people. Twenty years later, the HR department became more strategic. The tasks widen to recruit the right people, train them and try to serve the needs of the employees. Finally, nowadays the task of an HR department is more concentrated to the talent. The HR has the responsibility for:

- Efficient recruiting. We have to look for the strength and weaknesses of potential employees. The character of a person is getting more and more important.
- Develop talents/leaders
- On which place in the company more competence is needed? How to fill it?
- How to manage people
- How to identify top talents
- …

Talent management issue is being taking into consideration within business organizations (Boudreau & Ramstad 2004).

But not just in business companies the talent management is important. Sport clubs nowadays have almost the same structures like companies. The most professional sport clubs, especially football clubs in Europe or basketball, baseball and icehockey clubs in America, are companies. The talent management is very important for sport clubs to build up their own teams. Own talents are much cheaper than external player the club has to buy. Additionally, clubs often have to pay more salary for the external players.

If we look at a football team like FC Barcelona, we recognized that the team consists of a lot of players from their own youth team. FC Barcelona was in the last ten years one of the most successful teams of the world. The same it also can be seen in the development of FC Bayern München. This team also integrated a lot of players of their own youth team into the professional team. FC Bayern München won the triple last season. Moreover, they won the German ‘Bundesliga’ with a big distance to the second place and the German cup this season.
One important role of a sport team is the coach; we also can say the leader of the team. The coach has a direct contact with the players, is responsible for building up a team and shares the vision to the players of how they should perform. A good leader of the team is able to form it and bring up the new talents to play in that team. He/she is responsible to strengthen the abilities of the sport physically as well as theoretically. For example, a basketball player has to improve the technical skills and conditional skills. But also the theoretical part is necessary to understand how the player has to move and act on the field. They have to act by the strategically instructions of the coach. Finally, it could be seen the talent development is omnipresent in business life as well as in professional sport clubs. For coaching and developing a talent it needs leaders with a vision and an ability to deal with human beings (Ashby & Miles 2002). But for building up a whole structure in an enterprise it needs the leaders in form of officers who can show the vision of the whole enterprise.

1.3 A personal reason for the research: Passion –past, present and future-

Talent has been presented in different fields for many years, and its search, recruitment and subsequent development is becoming essential and a key differentiator over the years for organizations all around the globe. We, Andreas and Íñigo, share the same passion, the passion for sports and what talent has to say within them. Playing sports since an early age, we have the same background in which as sport is referred, football and athletics. Two different nationalities, German and Spanish respectively, take place in the process of this thesis. The opposite points of views as well as cultural backgrounds will make us grow as individuals, and extract positive and enriching advantages and outcomes from this Spanish-German merge. We both notice how talent is involved within organizations in general and sport teams in particular. Hereby, leadership has an important role.

For me, Íñigo Pascual Aguirre, I spent almost nine years playing football with my high school team, practising athletics sometimes representing my autonomous community team and judo in a lower level as well, all weekly combined with my studies. Talent and sports are often seen as a whole, inseparable from each other. My whole experience taught me how important was talent, I saw friends coming and leaving, signing up with new institutions, getting promoted

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and being rewarded for that. Once I got into the business field thanks to my Business and Administration bachelor degree in Spain and my magnificent experience of studying abroad at California State University, Sacramento also known as Sac State among students. I got the big picture of what the word talent means within the business field nowadays, adding an American perspective and why it is so important, using a more actual and modern “Twitter term”, why talent is trending topic (#talent) in the current business life. Today I look back when this new experience in Sweden began eight months ago, and the academic year is almost over. Time flies but in this short period of time I was able to open my mind to a new whole perspective where the word talent made its strongest apparition through this Leadership and Management in International Context Master programme, giving even more sense to the importance of fact of finding, developing and retaining a talent is a gem stone in today’s business world and a key element to take competitive advantage.

From my point of view, talent itself is necessity in companies as well as it can be reflected on the sports field. They have a lot in common and it is needed to mention how a pointed leader emerges and leads a given team in order to fit them into the team and make the most of these talents, being all participates as one entity, working with a same and desire goal. Sport organizations, and taking football as an illustrative example in this introduction, are like business organizations. They have a great deal of things in common, every organization in its respective field. A football team, just mentioning players and coach, is an organization itself. There are several leaders within it. The first one is the coach, the one who has to take the most important decisions, decide who is going to play, strategies if winning or losing the match, make changes if necessary, give instructions, motivate. He/she is the responsible of answering the press, summing up the “visible head” of a football team. Then, among the players, the captain should take a leadership role as well, the reason he or she has gotten this honour if it is for his or her personal characteristics or experience. Every line in the team has a leader too, from the goalkeeper which position gives a wide view of what is happening, passing through the defence to the striker. I personally love explaining it with two recent and incredible teams that have been made history in the last six years. Barcelona football club with Pep Guardiola and the Spanish National team with Luis Aragonés as coaches respectively. Pep Guardiola, currently
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training in Bayern München, was the perfect coach and leader for Barça. He took the same team as it was one year before, and as a conductor of orchestra he made them play football as it was never seen before, like a perfect symphony. Managing egos, constructing a philosophy where something could be built up, taking young players from “La Masia” and giving them the confidence and opportunity to get better. Pep shared a vision and arranged the whole team around Xavi Hernández, the conductor of that perfect symphony that made them win six titles in one year and be the kings of Europe for the next five, practising one of the most beautiful football of the whole times. He was also a special motivator, using videos, songs, the power of word to evoke feelings and emotions. A powerful one was losing the game at the half time of the FIFA Club World Cup final in 2009: “Gentlemen, if you lose today you will continue to be the best in the world, but if you win today you will be eternal” (Pep Guardiola 2009). They won it and won the sextuple.

Luis Aragonés, passed away recently, used the same philosophy of playing football, with different motivation techniques, he made the Spanish national team a glorious team that not only won the Europe Cup in 2008, but also played a delightful football for the five senses, made a good team with an identity and passed it to Vicente del Bosque who continued with the same culture and made them champions of the World Cup 2010 in South Africa and Europe Cup 2012 in Poland and Ukraine, being the first national team to win these three titles a consecutive way. It might be football the clearest and easiest example in order to show how talent is also of utmost importance with sport organizations, it does not matter what is the outside label, named football, basketball, tennis, rugby, etc. I could stay forever giving examples of the strong relation and importance between talent management and the sport field.

Nevertheless, these two examples, strongly made me believe and confront this topic for our Master thesis with the best of the hopes.

For me, Andreas Manke, I was doing different sports like playing football, volleyball and running since I was a little boy with 7 years. Since I started with sport I enjoyed shaping my body and getting better. Additionally, I was able to be in contact with the nature all the time. That affected my spirit and positive mind. Concerning to my football activities I made a lot of experiences about good or bad coaches as leaders. After playing thirteen years in my home town team, I moved and played for 3 different clubs until I came back to my home
team again. In that time I had a lot of different coaches and different officers of
the clubs. I had a few very good coaches and played for many bad ones. Unfor-
tunately, most of the coaches had no idea how to build up a team and how to
develop a talent. So, I learned a lot how about the wrong way. But there were
also some good coaches. They were able to motivate a team. They created a
common sense what the team wanted to achieve. They were able to shape the
team. But I always found something that from my perspective could be done
better.

Furthermore, I am also a supporter of a German ‘Bundesliga’ team, VfB
Stuttgart. I followed what happened there via TV and newspaper. This team
had a great talent management for the youth teams. Unfortunately, this club
has a bad club management. Many youngsters went to other clubs and the
money the club gained with their sale disappeared without any results. I think
that those operations should not have been realised.

A further place to develop young talents is the school. But also my experiences
in the school as a young student were not good. I saw a lot of teachers who
could be good leaders. They were not interested in teaching the students or
even when they wanted to teach them, they did it bad. A school should be a
place where students improve and develop their skills in different ways as well
as preparing them for the real life out there, to go to the university and get a
job. The talent development, in the time I was in the school, was bad or almost
not existing. Sometimes I had the impression that teachers tried to hinder
young students to develop.

Finally, now I have the possibility to write a thesis about talent management
and the role of leaders like coaches or officers in a club. I can use my enthu-
siasm in these sports to go deeper in processes of talent management in sport
clubs and hopefully find some results where sport clubs can learn from the
talent management department in a company and the other way around.
Maybe there are techniques, sport clubs use in their talent management sec-
tion, which companies could also take and learn from to develop their talents.

1.3.1 Our Anthem: motivation as a key element

The whole thesis project is presumed to be long and hard, where several ups
and downs will take place. On the one hand, moments of joy, happiness,
laughs and sense of personal development. On the other hand, sense of anger,
frustration, irritation and some disagreements. As we discussed during these
previous phases, it would be necessary to keep our fine spirit up, we have been
said from the beginning of this Master programme that we are a YBB genera-
tion, Young Bright and Beautiful (Daudi 2013, lecture). So no matter what the
circumstances are, we will never give up, and that is why we chose a song,
“Our Anthem”, to keep us motivated in those moments where nothing works
and ideas do not come up. Pep Guardiola also shared this song during his pre-
vious years commanding Barcelona. The title is Viva la Vida by Coldplay, a
cheerful song that is impossible to feel unmotivated or just sad. Just the title
in Spanish “Viva La Vida” means a lot in Spanish but it does not have a direct
translation into English, it could be translated as: “Life is wonderful”. So if it is
wonderful and we have a project we love, should it become a nightmare? Our
answer was definitely no.
Below these lines you could find the two members, Íñigo and Andreas, of this
“Spanman” or “Gernish” collaboration during their first day of this Master Pro-
gramme. As it can be appreciate the sport theme was captured in both paint-
ings. What it made us think that it was not a coincidence.

![Image of two members of the collaboration]

1.4 Leadership in talent management
A characteristic a leader should posses is being aware of its own self before
going to spread its vision and knowledge to its followers. Pr. Dr. Philippe
Daudi shared one of the most remarkable sentences that had a significant im-
pact on us: “The art of leading others comes through the art of leading oneself”
(Daudi 2014, lecture). Also, as Plum (2008) mentioned, the first step that ev-
eyone should take is being aware of the one’s own culture before going to an
encounter with individuals with another cultural base. This is applied in busi-
ness organizations where the leader has to manage different talents as well as

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sports where a coach has to make the most of its pupil or pupils if a team sport is referred, where it becomes crucial to fit these talented people and make the team work creating a perfect harmony as it was mentioned in the Barcelona football club example.
Some of these concepts will be developed further in the research question.

1.5 Research question: How does an organization find, develop and retain a suitable talent?

First of all, before making any introduction to our Research question, we will like to mention that it is one research question but full of content, so it almost force us to state three different categories in order to make it comprehensible. We establish the three key words that compose the research question object of study: find, develop and retain.

Find

One part of the talent management is the recruitment of the talents. There is always a pool of talents it can be recruit for an enterprise. But it is not advisable to choose anyone, it is necessary to watch the talents with certain criteria and then it have to choose a talent who fits to the company. To find the right talent there are many different possibilities to found out whether a person fits to the company or not. That is no easy task for a company. That is often a big challenge that also is the opinion of Heinrich von Pierer, the CEO of Siemens AG:

"Recruiting the best people at every location worldwide, keeping their professional knowledge and skills state-of-the-art, and making sure this vast pool of know-how is networked, accessible, and used throughout the company" (Ashby & Miles 2002, p. 93).

Whether the talent fits to the company or not there are a lot of factors to take into account. In the one hand, there are the theoretical qualifications of a person and in the other hand it needs to look to the character of a person what should fit to the team. It needs talents who has good skills and can perform on the right position and they also need a character that fits to the team as well
as the theoretical intelligence to understand the strategy and vision of the leader and organization.

Within this thesis we want to go deeper in the talent management in general and illustrate it to team sport organisation like football, handball or other sport organisations. We want to show which methods a sport team have to find talents and to develop them. After finding good techniques we want to try to put them into the context of a business company. Maybe there are methods an enterprise can learn from. The same way around, we want to watch to the techniques we have in business companies and theoretical frameworks for talent management. Maybe sport clubs can learn from those results.

**Develop**

There is a current “War of talents” nowadays, concept stated by John T. Thompson (Ashby & Miles 2002, p.10) and previously mentioned by us at the beginning of this introduction. This new war is getting bigger due to the globalization presents in today’s organizations and recruit talents is only the first step, the second one has the same importance or it is even more transcendent.

The two subdivisions we would like to highlight on this section of research question are of equal in importance to understand and develop these talents to their highest performance:

- **Training:** A talent is something rare, sometimes unique, not share by a group of people and not even present between two people in the same organization. It is deducted that it a quality hard to find and therefore precious. Here it comes, when a talented person is found, the process does not end in this phase that could be mentioned as just the beginning, this quality cannot be missed or just simply wasted due to a poor management of it. Now this “unique” talent has to be trained in order to get its maximum level of performance. Training involves the physical as well as physiological spheres of an individual. Coaching becomes essential when training has to be effective. Clinton O. Longenecker (2010) formulates:

\[ \text{Performance} = \text{ability} \times \text{motivation} \times \text{support} \]
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And also offers four recommendations for a better coaching either could be applied to organizations and sports (Longenecker, 2010):

- A coach must know their people
- A coach must monitor each employee’s performance
- Effective coaches ensure their people have the proper support to perform
- Effective coaches coach employees based on their ability and motivation.

Among the psychological or internal factors that could be briefly enumerated according to Matthew D. Shank (2002) study: personality, motivation, perception, learning and attitudes.

- **Cultural diversity:** As Matthew D. Shank’s work defines (2002), some sociological or external factors should be pointed out in this mentioned talent development: culture, social class, reference groups, family and situational factors. We will focus mainly on culture, being the other factors included with the conception of culture and having a direct influence. Thanks to today’s globalization people with different cultures are able to meet in so many context such as business organizations, informal meetings and plenty of other different ways. Talented people from all over the world are getting in touch and due to these different backgrounds some misunderstandings can emerge, here the role of the leader is when it becomes crucial to manage all this talents and cultural diversity within organizations to extract competitive advantages (Søderberg and Holden, 2002). Multicultural teams are not longer an imagination, thus they are a growing reality within organizations. Leaders must handle conflicts and gain full advantage of their different backgrounds of action, work functions, approaches and methods (Plum et al., 2008). Diversity could be defined as: “The art of thinking independently together” (Malcolm Forbes).

This research question and its two subdivisions can be applied to the sport field without any doubt.

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Retain
After developing a talent it is also important to keep that talent. It shouldn’t be the interest of a company to spend money for an education or training for a talent, if they cannot use it for their enterprise. It also can be dangerous for an enterprise if a talent leaves the organization. The knowledge the talent gained in the time it worked for an organization it could use to help being successful for the competitors. Therefore the talent should want to stay in the company. For that it has to create many incentives that the work the talent can possibly do in the company is attractive (Ashby & Miles 2002).

It can be seen, for a sport team it is also important to retain the talents it developed. The abilities the talent learned shall make the team more successful. The team should not want that their players plays in other teams and in case of football, shot a goal against the own team or helps another team to win against the own team. Therefore it is good to retain the talents. We want to find out, what can be done to hold the talents. Thus, we want to go deeper in the needs of an employee and how a company can be more attractive for a talent. In the sport club manner, we want to find out, what is the reason for players in a team to stay or to leave. There are often players they are not leaving or staying in a team because of earning more or less money. Therefore this is an interesting issue we want to lighten.

These three core points finding, developing and retaining of talents, led us to the research question:

“How does an organization find, develop and retain a suitable talent?”

With this question in our mind, we started to think about the theoretical framework round about this question and how we can connect it with talent management.

1.6 Limitations to the research
The research in question presents some stones in the normal flow of the thesis development. Scientific books and articles do not present any impediment in order to establish a theoretical framework and nurture our secondary data.

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The problem comes when talking about collecting primary data through making interviews, some of them are already in process and waiting for a positive confirmation, others just seem to be difficult or almost impossible. This is due to it the hard task of getting information or interviews with official sport institutions where just the demand is enormous and they adopt the decision of not conceding any or just to some privileged people. Some experts in the sport field have been contacted and patience is what we need. Max Mikael is also trying to get some useful contacts for our research.

1.7 Organization
Here it is presented how we structured this thesis and the path we followed from the beginning until the end (see figure 1).

Figure 1: Organization

Source: Made by Íñigo and Andreas

Key words: talent development, motivation, culture, leadership, philosophy, environment, diversity, sport teams, psychology, character/personality, high performance and teamwork.
2 Theoretical framework: The sport academy

In this chapter, talent management (TM) and everything important related to TM will be discussed. The relationships of knowledge management (KM) and human resource (HR) management with TM, and why the concept of team and leadership are necessary in TM will be analysed. The meaning and definition of talent have to be explored in detail to understand these aspects.

2.1 The meaning of talent

It is important to go deeper into the subject of ‘talent’ at the outset. While talent can refer to a person, it can also mean an accumulation of good skills. The meaning of talent in the past was different.

2.1.1 Several definitions

The first description of talent was a currency or a unit of weight in the ancient world. At that time, talent was money; nowadays, companies want to make money with talent.

Enterprises need talent to grow the institution and create a competitive advantage among other reasons. Therefore, opinions of a few leaders recorded in literature have been mentioned.

Kenneth D. Lewis, chairman, president, and CEO of Bank of America Corporation, has said that an organization needs “new talents that strengthen your culture” (Ashby & Miles 2002, p. 68). Stanford University professor Jeffrey Pfeffer is of the opinion that “the real source of competitive advantage comes from your ability to have smart people who can do great things for your company” (Ashby & Miles 2002, p. 97). A.G. Lafley, president and CEO of Procter & Gamble Company, has listed “our people and the culture we have created around our people” (Ashby & Miles 2002, p. 116) as one of the sustainable competitive advantages of Procter & Gamble, the global consumer products company. Echoing the same, William Coleman, chairman and chief strategy officer of BEA Systems, has said, “In this world, people are your primary assets” (Ashby & Miles 2002, p. 87).

Hence, we now have to ask what talent is or what skills or abilities constitute talent. Although there are many answers to these questions, we want to mention a few to prove the diversity and multiplicity of the answers.
“An individual’s skills and abilities (talents) and what the person is capable of doing or contributing to the organization” (Silzer and Dowell 2010, p. 14).

“Talent = competence [knowledge, skills and values required for today’s and tomorrow’s job; right skills, right place, right job, right time] × commitment [willing to do the job] × contribution [finding meaning and purpose in their job]” (Ulrich and Smallwood 2012, p. 60).

David M. Rubenstein, cofounder, managing director, and partner of Carlyle Group, has defined talent as “a high degree of intelligence and integrity, a strong work ethic, the ability to get along with other people, a desire to be part of a growing and global organization, and a desire to make the firm their career” (Ashby & Miles 2002, p. 189).

“The appropriate definitions of talent will depend upon an organization’s business strategy, type of firm and competitive environment” (Penna & Dynamics 2006).

Thus, there are many definitions of talent, each a bit different from the other. To shed more light on the issue, we preferred the idea of slotting talent into different categories (Gallardo-Gallardo, Dries & González-Cruz 2013).

**Talent concerning an individual:**
- Talent by natural skills,
- Talent by learning ability, and
- Talent by performance power.

**Talent concerning a group (working in a company):**
- All people are talented, and
- Some people are talented.

This structure has a deeper focus because it includes all the necessary information on the definition of talent. It slots the various definitions so the most important cues can be filtered out. The next chapter deals with this topic.
2.1.2 Approaches to ‘what is a talent?’

In this chapter, we divide the topic of talent into two bigger structure points. First, we look deeper into the perspective of ‘talent concerning an individual’ and focus on where talent comes from. Second, after observing individuals, it is also necessary to examine ‘talent concerning a group’, so we expand the idea of talent to include more people.

2.1.2.1 Talent concerning an individual

In this part of the thesis, we concentrate on the perspective of talent at an individual level. We observe the natural skills, learning abilities and performance power of individuals.

First, we take a look at talent by natural skills. From this point of view, a talent is a person who is gifted in one or more abilities. The talent is able to give a great performance in various fields such as mathematics, physics, arts, music or sports. These skills are innate; the talent has these skills from birth (Meyers, von Woerkom, & Dries 2013). As a result of his/her genetic giftedness, the talent is able to accomplish great success. Vinkhuyzen et al. (2009) analysed the genetic dependency of talent, and have concluded that “these outcomes suggest that genetic factors are essential for outstanding levels of ability” (Vinkhuyzen, van der Sluis, Posthuma & Boomsma 2009, p. 388). In this case, talent cannot be acquired or taught. If someone does not have the innate skills, it is not possible to make them grow (Gallardo-Gallardo, Dries & González-Cruz 2013). Good examples for this point are great piano players who can play very well at the age of seven while their contemporaries are unable to even read musical notes. Composer Wolfgang Amadeus Mozart was one such wunderkind, and wrote his first composition at the age of five.

Next, we focus on talent by learning ability. People are also able to generate a great output of their skills because of their learning abilities. These talents improve over time from learning experiences and practice. These individuals work on a talent not available at birth (Gallardo-Gallardo, Dries & González-Cruz 2013) or, sometimes, a potential talent is not visible from the beginning (Meyers, von Woerkm & Dries 2013).
Finally, we focus on talent by performance power. Here, the talent comes from working. The more someone works, the better that person gets at a particular task. An individual with high-performance abilities works hard until he/she has achieved the target. This approach will always help a talent achieve the target output (Meyers, von Woerkom & Dries 2013, p. 308). The talent concentrates on a problem or task to the best of his/her ability and fixes the problem or finishes the task on time (Gallardo-Gallardo, Dries, & González-Cruz 2013, p. 294). For instance, when the talent has to write a test, he/she will learn as hard as possible to pass the course, or to be the best in the course, depending on his/her own goal.

2.1.2.2 Talent concerning a group

In many cases, just one individual cannot be seen as a talent. Some people or everybody in the company, or in the world, could be talented.

This approach assumes that all people have some kind of talent (Ventegodt, Andersen & Merrick 2003, p. 1291). The aim of an enterprise should be to develop the talent of its staff with workshops and effective coaching. If a company concentrates on the abilities of individuals and tries to develop them, everybody will get better and help achieve the company’s goals. A company needs all employees to work towards its success. If a few people do not work together with their colleagues, a dangerous situation could arise with these people obstructing work processes. A project could be delayed or, worse, fail should this happen (Gallardo-Gallardo, Dries & González-Cruz 2013, p. 295).

Talent could also refer to certain people in a group. In a big group, some people will be more talented or cleverer than the rest. The talents will grow to become leaders while the others won’t. This happens because the talents can be trusted more than the others (Gallardo-Gallardo, Dries & González-Cruz 2013, pp. 295–296).

2.1.3 Conclusion

Companies need talents that fit in with the enterprise (Gallardo-Gallardo, Dries & González-Cruz 2013, p. 294). It is important that a company knows the talents it needs from its employees so it can hire the appropriate candi-
It is a company’s responsibility to decide on the talents it wants in its employees, and how to find the right candidates, develop and retain them. To achieve this, the company needs an effective TM strategy working together with an efficient HR department and leadership within the company.

After all, the output of a talent is important for the company. If companies hired a talent, every employee in the company should be seen as a talent. Finally, the company should develop every employee as much as possible. From now on if we mention people, employee, or talent, we interpret that as talent.

### 2.2 Knowledge management

KM is related to TM through a talent itself. A talent is important for a company because he/she shall help grow the company and make it more productive and successful. With the skills of a potential talent, knowledge can be increased inside the company and, thus, contribute to its success. Lahti & Beyerlein (2000, p. 67) have argued that no company will be able to generate knowledge without inputs from its staff. The knowledge inside a company is one of the main determining factors of its success. Therefore, it makes sense to look into the definition of knowledge.

First, a company needs information to create knowledge. It is important to deal with the information it gains in the right way. Information can be obtained through data that can be found in databases. These data could be messages in the form of emails. The combination, connection and filtering of this information leads to knowledge (Lahti & Beyerlein 2000, p. 66). Whelan & Carcary (2011, p. 678) have argued that it is necessary to differentiate between tacit knowledge and explicit knowledge in the creation of knowledge. The right balance between the two can add to the entire knowledge bank of a company. Explicit knowledge can be gathered from reading books in libraries or referring to information technology-supported databases. Tacit knowledge is not visual (Lahti & Beyerlein 2000, pp. 65–68); an individual gathers this kind of knowledge from experiences or memories of his/her actions or learnings (Daudi 1986, pp. 130–131).

The transfer of knowledge within a company is very important so every employee can grow. Knowledge could be transferred from a person to another
person, from a group to a person or from a group to another group. One big problem of a company is to know how much and in what shape knowledge exists, and where this knowledge can be found (Alavi & Leidner 2001, pp. 119–121). Alavi and Leidner (2001, p. 121) have said that IT systems help in the transfer of knowledge. People could write to each other through useful platforms such as computer networks and forums. Whelan and Carcary (2011, pp. 679–680) almost concur. They have written about organizational network analysis, mobility opportunities and network mentoring. Furthermore, Lahti and Beyerlein (2000, p. 68) have said, “Explicit knowledge can be transferred through such media as books, archives, databases, and groupware technology. Tacit knowledge can best be transferred through personnel movement and the collaboration of individuals”.

A successful knowledge transfer can happen through a working KM strategy. The task of KM is to organize knowledge generation, knowledge representation, knowledge accessibility and knowledge transfer. KM should be creating strategies, structures and processes (Lahti & Beyerlein 2000).

Finally, a person or a talent who gains knowledge will always be a part of the KM process. The experience, knowledge and the social networks of a talent can be very useful for a company.

2.3 The role of human resources practices

In their book, Ashby and Miles (2002) have argued that human capital is one of the important assets in a company. HR management is responsible for organizing this human capital, which consists of talents. Furthermore, efficient TM is required to develop these talents within the company. These talents are the connection between TM and HR management.

The task of HR management is organizing people. This could take many forms, such as the selection, training, evaluation and rewarding of people (Wright & McMahan 1992, p. 297). The strategic position planning and mapping of employees is the dominating role in the field of HR management. In the end, it is the HR department which takes care of identifying, recruiting, developing and rewarding talents to continue with the company. With effective education, employees can help a company grow. An important task is to lead the staff. This means a target-oriented integration of employees and leaders in various enterprise tasks. This becomes a part of enterprise management. Other important
issues in this context concern leading and motivating employees, leading individuals and teams, idea management, structure of salaries and rewards. Another necessary task of HR management is to monitor the need for staff. So it has to know which departments require personnel and when they require them, how many people they need and what qualities those people need to possess. For that, HR management considers the future development of the enterprise and takes into account the demographical development of the population in a country or the part of the world where the potential employees come from. Moreover, it plans the careers of employees and identifies their successors. The HR department decides on what talents are required for any particular position. It identifies the individuals who have the required talents, and their possible successors. The development of employees/talents is also another central task. This could involve traineeship, advanced training, re-training and coaching. The aim is to make an employee/talent/leader better and, therefore, more effective and efficient for the company. This requires continuous positioning of the jobholder through an assessment centre and feedback. A few tools to do so are job rotations, responsibilities and mentor or trusted adviser systems. The HR management team is connected to every department in an enterprise (Wright & Dunford 2001, pp. 704–714).

Figure 2: A model of the basic strategic HR management components

![Diagram of HR management components]

Source: Wright, Dunford & Snell 2001, p. 705; changed slightly
**Human capital pool**

Some experts see the need to create pools of talent to have a better view of the skills and abilities of employees. This pool is monitored continuously so that a company can react to changes in its human capital stock (Wright, Dunford & Snell 2001, pp. 704–706).

**Employee relationships and behaviour**

Everybody is different. People are free individuals in a company environment. Therefore, they will act differently depending on their own emotions and willingness. Companies need to build a connection with their employees (Wright, Dunford & Snell 2001, pp. 704–706).

**Management practices**

People management practices are tools to control a company’s human capital pool as well as employee behaviour (Wright, Dunford & Snell 2001, pp. 704–706).

After having discussed some tasks of HR management, we want to show the relationship between HR management and TM. There are three different views on the relationship (Iles, Chuai & Preece 2010, pp. 11–15).

1. TM is almost the same as HR management,
2. TM is a part of HR management, and
3. TM has a high concentration of the development of a talent. It is an almost separate standing process in a company (Iles, Chuai & Preece 2010, pp. 11–15).

Every company sees this issue differently and every company has to find its own ways of looking at the relationship between TM and HR management. Here, we do not want to go deeper into the issue of TM and HR management as it is not important to our research. Now, we will also introduce TM separately.
2.4 Talent management

As mentioned in an earlier chapter, there are many different definitions of talent. Likewise, there are many different definitions of TM as well, and it is not possible to find ‘one true’ definition (Lewis & Heckman, 2006, pp. 139–140). A few definitions from different authors follow:

“... talent management is simply a matter of anticipating the need for human capital and then setting out a plan to meet it” (Cappelli 2008, p. 1).

“... ensure the right person is in the right job at the right time” (Jackson & Schuler, 1990, p. 235).

“Talent management, often referred to as Human Capital Management, is the process recruiting, managing, assessing, developing and maintaining an organization’s most important resource – it’s people” (Shukla 2009, p. 4).

A working TM strategy is necessary for every company. Therefore, the different definitions need to be brought together in this research which will focus on the three different perspectives to structure TM more clearly (Lewis & Heckman 2006, pp. 140–141).

1. In the first perspective, TM concentrates on the hiring, selection, growth and retention of a talent. Additionally, it takes care of individual careers and succession management of the talent. Although these tasks also belong to HR management, TM is quicker and more effective than just HR management because of its focus on talent. In TM terms, talent is also more organized with deeper concepts.

2. In the second perspective, TM concentrates on the view that ‘some people are talents’. Here, TM is about creating talent pools and developing them. It tries to monitor processes involving which talent is required where and when.

3. In the third perspective, TM focuses on the talent itself. Here, it tries to find the best performers, such as an A-, B- or C-level performer. While
A- and B-level performers will be developed, C-level performers will be sent away.

To guarantee effective TM, a company has to first understand how important it is to hire talents and develop them. It needs a set of values and the philosophy that employees are its most important asset. After that, the company needs a strategy to enforce the values and the philosophy, according to Pfeffer (Ashby & Miles 2002, p. 96). Additionally, it has to know the working processes. TM concerns every part of a company. Therefore, there are a few steps to ensure that the process takes everything into account (Penna & Dynamics 2006).

1. A company needs to formulate a talent strategy
2. Identify its criteria of talent
3. Create a talent framework
4. Identify the strengths and values that will help retain a talent
5. Set up support processes for a talent

An enterprise can make a decision on how many talents it wants to grow from among its existing staff and how many it wants to hire. Here, it is necessary to think about how many talents it makes sense to hire. If there are too many employees in the company, they have to be fired. On the flip side, if there are too few employees, the company may face a talent deficit. Therefore, it is an important task for TM to find a balance (Mellahi & Collings 2010, p. 13). But this is a decision every company has to solve on its own because the structure and working processes in every company are different. Gallardo-Gallardo, Dries and González-Cruz (2013, p. 297) have said companies “want to focus their talent management efforts on talent identification (i.e., “buying” talent), versus talent development (i.e., “building” talent)”. Cappelli (2008, p. 4) has argued that the best solution is to combine the hiring of talents externally with developing them internally. The most important task is to find out how many talented people the company needs and how to meet that demand (Collings & Mellahi 2009, p. 13).

Finally, it is important that a company knows what kind of talent it needs. If the company knows about the skills, characteristics and abilities expected from its employees at different positions, it can hire, develop and, hopefully, retain the talents.
After having discussed the need for efficient TM and its tasks of finding, developing and holding on to talents, the following chapters will go deeper into this topic.

Additionally, there are studies to prove that employees who finish their skill upgrade or traineeship leave a company soon to hone the new skills they have acquired (Cappelli 2008, p. 4). Chapter 2.4.3 discusses how a company can retain its talents.

2.4.1 Finding talents

All companies are interested in hiring talents. Although finding a general talent is important to a company, it’s even more important to look for talents that fit the company. Therefore, it is important to know which skills of a talent are needed. Stephen L. Baum, former CEO of Sempra Energy, has said that the company starts with “the smartest people we can find” (Ashby & Miles 2002, p. 76). However, is it the right way? If a company tries to find the most intelligent people or the people with the most technical skills in any branch, it is possible that these talents may not either fit in with the company’s culture, environment, and team or share its vision. Pfeffer, who has the same opinion on this issue, has said that a company has to fire the employees who do not fit in with its culture (Ashby & Miles 2002, p. 98). As well as a company should avoid to fire employees, and try to find talents who fits to the company.

The first contact with talents in our society is in school life. The sense of a school is to find gifted people and develop their skills as much as possible. Every country has different school systems with different possibilities for talents to rise to better school, where they can get a better education and qualifications. Every school system has the same objective—finding talents and growing them.

The process starts with deciding on the kind of talent a school wants. It could be students with a high IQ or students with good abilities in “linguistic, logical-mathematical, spatial, musical, bodily-kinesthetic, interpersonal, intrapersonal and naturalistic intelligence” (Worrell & Erwin 2011, p. 322). Then, it has to identify the talent. The following are some methods to identify talent in school (Worrell & Erwin 2011, pp. 328–332).
- In school, ‘screeners’ are put to use in the form of nominators. School psychologists can find out which students are more skilled based on their knowledge. However, teachers and parents do not make good screeners. A teacher’s decision may be heavily based on the behaviour of the students, while parents may try to push their children too hard.

- There are standardized achievement test scores. Students have to write these tests. Students who score more than 90 per cent are considered gifted.

- An additional method to find talent is by monitoring the academic work of students. They write assignments on several issues and are able to go deeper into complex topics. During the discussion of these assignments, teachers can recognize the good work of individuals.

- In ‘interest inventories’, an effort is made to find out the interests and passions of a student, as also devise a way to exclude students from doing something they do not want to do.

- An intelligence test, which includes logical or cognitive questions, could prove the IQ of a student. One problem of intelligence tests is that they are verbal. Students who lack linguistic knowledge will fail every written test. Therefore, non-verbal intelligence tests should be devised.

After having discussed some screening methods that schools use to discover talents, we will focus on the strategies companies use to find talents. The most well-known screening methods are assessment centres and interviews (Ashby & Miles 2002, p. 123), and many companies also hire headhunters. Apart from these traditional methods, there are more and better options to find talents, especially talents who fit in. That is one of the most important tasks of a company, according to Eugene V. Polistuk, chairman and CEO of Celestica (Ashby & Miles 2002, p. 74). A good strategy to select the right people is starting to know them. Therefore, many companies start to work together with young university students. They try to build a relationship with these students by working together with them on a project, or on their bachelor or master theses. If the concerned officers of a company know the
students, they can judge whether or not these young talents will fit in with the company. This method is used by P&G, Carlyle Group, Research in Motion, Unisys Corporation and Siemens AG (Ashby & Miles 2002, pp. 93, 117, 118, 121, 162, 190).

It is also possible to identify talents from within a company. The officer concerned of a department knows his/her subordinates and can decide which of them an A-level player is. So the officer includes this person in the HR department database. Other officers can access this database and target these talents and groom them for higher positions. This way, companies can find in-house talents (Ashby & Miles 2002, p. 77).

Heinrich von Pierer, CEO of Siemens AG, has said that the Internet also plays an important role in finding talents nowadays. It is an easy and fast way for people to connect with many companies. Additionally, it is easier for a company to select different talents (Ashby & Miles 2002, pp. 94–95).

After having found the right fit, a company has to groom them in the right way.

2.4.2 Develop talents

Once a company found the talents who fit, it is necessary to develop these talents. The objective of every company is to improve either a group of talents it has identified (A-, B- or C-levels) or all of its employees. To develop talents a company uses various methods to either grow them in a direct way or help them grow on their own.

One way is to give the talent responsibilities. There is a saying that people grow with their tasks, as favored by Pfeffer (Ashby & Miles 2002, p. 96). People need the opportunity to grow with responsibilities in a company. Furthermore, the talents should have the leeway to make mistakes, and should get support in such cases. Steven Kerr, chief learning officer of Goldman Sachs, has said, “Mistakes are a fundamental part of learning leadership” (Ashby & Miles 2002, pp. 80–81). Nobody wants to fail, but many do in the beginning of their careers. With the appropriate support, people improve. Honest and frequent feedback sessions, reviews, controls and protection from risk can help a talent grow. A popcorn stand can also be very useful. It is a position where you can examine and monitor the talents. The potential mistake a talent is likely to make can be detected and, therefore, prevented (Ashby & Miles 2002, pp. 80–
Coleman has said that making mistakes forces a talent to rethink his/her working methods. The talent also learns to react to mistakes and make decisions (Ashby & Miles 2002, p. 88). Lafley has said that it “is a great way to test, measure, and develop a person’s potential” (Ashby & Miles 2002, p. 117). Pat Mitchell, president and CEO of PBS Corporation, has said that his personal development was accompanied with failures, after which he was able to learn new skills and forced to try new things. No matter what happened, he found new opportunities (Ashby & Miles 2002, p. 169).

An important role in talent development is that of a ‘trusted adviser’ or a ‘mentor’. If a talent has the option to seek advice or question a trusted adviser, it helps. Sometimes, it is better to make a decision after some advice. If more people are confronted with a problem, the exchange of ideas on how to solve it can take place. Coleman has said that a trusted adviser can help a talent in his/her development. He had two advisors willing to help him anytime, and he trusted them completely. According to Coleman, it is very important to build a network of people who can discuss problems and offer advice (Ashby & Miles 2002, p. 89). Craig Conway, president and CEO of PeopleSoft, had a trusted adviser too and benefited from the feedback he received from his adviser. However, he is also of the opinion that not too much should be asked to the advisor. If a talent is assigned a task, he/she is responsible for that task and should not ask an advisor all the time (Ashby & Miles 2002, p. 161, 162).

Further ways to develop the talents in an enterprise are training or coaching sessions. Active training programs can help improve the different skills of a talent. One part of TM is to train people in communication skills, which are very important nowadays. The better someone is able to communicate, the easier it is for that person to reach his/her goals. Active listening is especially important. If one is able to listen to the problem of others, he/she is in a better position to help others, according to Dana Beth Ardi, human capital partner of JPMorgan Partners (Ashby & Miles 2002, p. 178). Additionally, communication skills are very useful if one has to make speeches. These skills can be developed with constant coaching (Ashby & Miles 2002, p. 217). Companies groom their talents not only in communication skills but also in other abilities. Coaching is a widespread method to make talents better. P&G has an active training program, according to Lafley (Ashby & Miles 2002, p. 117).

There are different phases of skill development. Some people develop their skills during childhood while others develop them during adolescence (Worrell...
Andreas Martin Manke, Íñigo Pascual Aguirre & Erwin 2011, p. 323). If a company recognize a person don’t develop anymore, the company could want to fire that employee. However, this employee may very well be in the wrong job and could grow if his/her responsibilities were reassigned. In an interview, Ardi has said that it is very important to put the “right people in the right slots” (Ashby & Miles 2002, p. 177).

For people it is important to enjoy what they are doing. It motivates them to improve at what they do. Managers can help motivate an employee. This situation can be compared to a school. A teacher tries to motivate students to bring him/her closer to a topic. “The teacher’s task is to help the student fall in love with the subject, and as the student’s competence develops, teaching should then begin to focus on developing techniques specific to the discipline” (Worrell & Erwin 2011, p. 325). After an employee ‘felt in love’ with his/her topic, he/she will be more motivated and finally will getting better from time to time. He/she will develop.

There are companies that have integrated a succession-planning process. If the concerned department is able to identify the most talented employees, it tries to enhance the most important skills of those employees. This happens only if the talent has grown enough to be ready to take over a position with more responsibilities. Psychological evaluations are also conducted to identify the strengths and weaknesses of the talents and improve them, according to Baum (Ashby & Miles 2002, p. 78).

These evaluations are also helpful if employees are feeling overstrained or helpless. Scientific research has indicated that more and more people are suffering from a burnout syndrome at their workplaces. Developing too fast could lead to this; people try to do each task as good as possible and as fast as possible. Besides, employees on limited contracts who have a family get increasingly insecure about their job situation towards the end of their contracts. Additionally, people may have stressful situations in their private lives which could have an effect on their mental wellbeing (Weber & Jaekel-Reinhard 2000, pp. 513–514). There are well-known examples of burnouts. Ralf Rangnick, former coach of Schalke 04, and Markus Miller, the second goal-keeper of Hannover 96, had to quit their jobs because of burnout in 2011 (Reporter 2011). Employees experiencing a burnout cannot help their companies grow anymore. Therefore, there are companies who try to find a balance as far as pressure on an employee is concerned. A plant needs water to grow but dies if it gets too much water.
In general, companies try to build a structured development program for their talents. For example, German engineering and electronics conglomerate Siemens AG has a worldwide apprenticeship program based on its belief that people have to learn their whole life. Furthermore, it trains young talents in Germany based on the ‘dual system’ concept. The young talents are able to study in universities or learn a job in the classroom while working for the company. In this strategy, it is possible to combine theoretical knowledge with practical experience, according to von Pierer (Ashby & Miles 2002, p. 94).

It is useful to create a network with people, according to von Pierer. When highly educated and experienced people interact, they can share knowledge. Siemens has a global database which employees can use to share knowledge and information on available projects. Employees are also able to update themselves on the current happenings and, therefore, have an overview of the company. Transparency in the company is very high and it is easier to put employees in different positions in the global company. The connection between people and available jobs is much better, and people are connected to jobs much easier (Ashby & Miles 2002, pp. 94–95).

John Hagel, business consultant and author (Ashby & Miles 2002, pp. 58–59) also agrees on the importance of networking. He has argued that alumni networks are a good way to develop talents. People are able to communicate about innovations and gain insights as well as experiences, and can help each other arrange jobs.

As it can be read, the network between people is one possibility to develop their knowledge. Building an emotional network between people is also important. Companies try to build a community. This is a lengthy process, but at the end people are more content with their work. When people from different backgrounds come together, they are able to interact and generate more ideas. People who can work in a community and are respected and able to learn from each other are happier, more efficient and useful to their companies (Ashby & Miles 2002, pp. 177–178).

The first community is, therefore, the team the employee is a part of—the team is also a very important part of the development of a talent. Ardi has said that “it’s the team that creates the opportunity for its members to stretch” (Ashby & Miles 2002, p. 174). When working in a team, an employee is able to learn from his/her team members. Everybody works a little bit differently and when working closely together in a team, the members can learn from the
strengths of each other and improve themselves. Many leaders believe that companies and employees can be successful if they work in teams. This also can be seen in the statement of Stephen L. Baum as he has said that “the execution of strategy is dependent on teamwork, so people skills are critical to maximize the value of an organization’s human resource” (Ashby & Miles 2002, p. 76). He has further said that employees are the most important asset of a company (Ashby & Miles 2002, pp. 75–76).

In a team, every member works more effectively and efficiently. Therefore, the output of a team is much higher than the sum of the individual output of its members. In other words, five people in a team have a better output than the output of the same five people working on their own. Everybody has different skill sets and abilities. In a team, everybody can use their best abilities and skills, and the entire team can profit from it. Therefore, it is important to find people who fit together as a team so that they are able to use their strengths. If someone underperforms, he/she will probably be better off in a different department or in a different team. The same person may even grow to be one of the best performers. The leader of a team or an organization has the crucial responsibility of assigning the right tasks to the employees, according to Ardi (Ashby & Miles 2002, p. 177).

A further advantage of a team is that each member tries to perform better—being part of something bigger and able to help others as opposed to just working on their own motivates employees. Working in a team helps the individual members get better, according to Lewis (Ashby & Miles 2002, p. 68).

Another relevant aspect is diversity when developing talents in a team. David M. Rubenstein thinks that it is important to be open to diverse perspectives. Therefore, it makes sense to hire people with different backgrounds, different views that have learned and have experienced different jobs. Diversity in teams means that more ideas will appear (Ashby & Miles 2002, p.190, 191).

Diversity is a wide spread definition. We would like to mention the cultural diversity people have, because in our modest opinion this diversity will help talents to get more experience and think different. Claude Martin thinks similar to us. He believes that “it is critically important nowadays to have a multicultural understanding of the world” (Ashby & Miles 2002, p.31). A team with a high cultural diversity can show different perspectives and opinions. This cultural diversity could help to deal with external partners or customers in a world that is getting more and more globalized. The ability to deal with other
people with different backgrounds is central nowadays (Lustig & Koestner 2006, p. 92). Young talents have to learn this ability. For that reason some companies send their young talents to different countries where they are operating. Furthermore, some companies try to hire some students studying abroad to bring diversity inside of the company (Deardorff 2009, p. 4).

After this phase, it is crucial to hold these talented people. First, we would like to state that in our view, the development stage is an ongoing process. Learning process never ends, there is always room for more. Assuming that these talents are in a mature phase of the development process, it becomes extremely important to hold them.

### 2.4.3 Retaining talents

While helping talents grow, good companies are interested in retaining these talents. What factors play a role in retaining talents? One factor is financial consideration—to make as much money as possible. Baum (Ashby & Miles 2002, pp. 75–76) has said that Sempra Energy is interested in making as much money as possible. That makes the people working for the company feel good. He believes that it is all about money. People try to get much of it. For employees driven by financial considerations alone, a company which pays them well could be very interesting. These employees will join another company should they get paid more by the new company. A good income for an employee is an important factor in retaining him/her, but not the most important factor. There are other reasons why talents stay on in a company.

People want to work for a successful and strong company. Employees are more motivated if they know they are a part of a successful organization and the work they do is important for the company. Furthermore, the whole environment of the company is an essential part, and employees know they are part of something valuable. They want to see the sense behind the actions they take. A very good example is WWF International, which aims at protecting and preserving nature. Claude Martin, director general of WWF International, is convinced that the people who work for WWF have a very strong commitment to the company’s aims and their meaningfulness. They have the “desire to play on a winning team doing meaningful work” (Ashby & Miles 2002, p. 30).
Donald H. Morrison and Craig Conway share the same opinion. It is not the salary what makes people stay in the company. It is the meaningful work people want to do. In a company where people are respected for the work they are doing. They have to believe a common vision shared by the leaders of the company. Moreover, it should exist the possibility for the employees to develop. Everybody who would like to learn, should have that the possibility (Ashby & Miles 2002, p. 122, 123, 159). It is absolutely necessary that people have the chance to develop. If the employees have the feeling that they cannot launch their careers, they will look at other companies or the competition if the chance to learn and improve is presented. Edward Tian also thinks that people need to have a chance to develop if a company wants to hold them (Ashby & Miles 2002, p. 134, 135).

Another good example is the German football league. Aron Hunt, a player from Werder Bremen, a German Bundesliga team, will leave his current club. As one reason for leaving the team he mentioned that the team is not successful enough. He wants to play in a team that participates in international competitions. So he will leave his club because it is less successful and he can’t see any prospects for the team to improve in the future.

People want to be in an environment which makes them happy. Therefore, a company tries to create a culture that is conducive to make people want to work there.

William A. Haseltine said that everybody in his company has the possibility to fulfil their ideas and contributions. The responsible of a company are highly interested in having a positive working environment (Ashby & Miles 2002, p. 126).

David M. Rubenstein reported that in the company he works, they try to form the employees as one unit. They want the employees to be members of one big team (Ashby & Miles 2002, p. 189, 190). If one thinks he or she is an important part of something meaningful, then it gives one ego boost and the motivation to work harder to stay on the winning team.

There are many ways to hold talents. A good salary is one, but as it was mentioned above, there are many other reasons to stay in a company. Andrew Waitman brought it to the point when he said: “... money is important, but so are other aspects such as job satisfaction, working environment, peer recognition, and advancement” (Ashby & Miles 2002, p. 184).
2.5 Leadership

What is the difference between a Manager and a Leader? A manager organizes, plans and works hard. A Leader also does that, but additionally the leader leads with a vision. Bennis & Nanus wrote in their book, “Managers are people who do things right and leaders are people who do the right things” (2003, p. 20). The leaders give sense to people of what they have to do while sharing the vision of the company. The employees have to know in which direction they have to go. People want to be lead and the leaders show them the way to follow (Bennis & Nanus 2003, p. 20).

Leadership is one of the most important factors in connection with talent management. It starts with the talent management’s strategy that a leader sets and it ends with leading a talent. As it can be appreciated, the leadership concept is related to every topic in theoretical part.

Leaders have to lead. But how do they lead others? First of all, leaders should be able to lead themselves. Just people who are able to organise and control themselves are authentic to followers (Bennis & Nanus 2003, p. 18 - 24). Furthermore, leaders need authentic followers. If followers follow the leader because of meaningful and comprehensible actions, the followers are authentic. Who are the followers in this thesis? Talented people. Without followers no-one can lead anyone. These talents in a company are the followers and leaders at the same time.

Leadership is important when defining talent. As it can be seen in the chapter 2.1 a lot of people define talent in different ways. There is also the possibility to see talent as one individual or the talent as a group of people. Finally, the leaders of a company have to make a decision how they want deal with the definition of talent.

Talented people possess some of the most important assets for the company. This asset is knowledge. With their knowledge they can gain more knowledge. The strategy behind creating knowledge and to connecting it with other employees and teams is also a responsibility for the leader.

The HR management is responsible for hiring, developing and retaining talents. Moreover, it is deeply involved in organising and managing the needs of talents in different positions. Leaders of a company need to have a close relationship with the human resource management. There it arises the strategy of how to deal with talents who are currently working for the company and the talents that will do it in the future.
Leaders should influence the strategy to connect it around the talent management study. They should share a vision for the employees to follow. They have to show them the basic object of talent management in the company. It is their responsibility to find the right talents that could fit in the company. Furthermore, it is also important to develop them and to deal with them in an appropriate way. How is it possible to lead these clever talents once hired? A talent once found, needs to be lead. Clever people maybe do not want to be led (Goffee & Jones 2007, p.74, 75). There is not a management strategy where it is written how to lead these talents. It is the science of leadership what will help to lead talents through the vision, communication, trust and positive self-regard (Bennis & Nanus 2003, p. 25). Furthermore, a leader has connection to the staff, does more than a manager who just organises the staff. A leader is one of the team and the head of it. A good team leader knows the strengths and weaknesses of their team members. He or she knows the right roles of the employees in the company. Finally, a leader is responsible to create the environment where people would love to stay and work in the future.

The importance of leadership will be even more specific in this thesis in the sections 5.5 in analysis and discussion and 6.1 in the conclusion.
3 Methodology: Tactical-technical sessions

“Every Methodology rests in the nature of knowledge and of knowing” (Corbin & Strauss 2008, p.1)

In this part of our thesis we will make a brief, simple and understandable section to show how we conducted and achieved our results. How we chose the topic, approached our research, collected all the relevant data and information, how these data and information was subsequently analysed and finally expressed in paper, without forgetting all the advantages and disadvantages we faced during the whole process.

“Research is undertaken within most professions. More than a set of skills, research is a way of thinking: examining critically the various aspects of your day-to-day professional work; understanding and formulating guiding principles that govern a particular procedure; and developing and testing new theories that contribute to the advancement of your practice and profession”

Kumar in (Corbin & Strauss 2011, p.1)

It is needed to previously mention that the concept of methodology was ambiguous and abstract for us. Here, we will like to thank professor Björn Bjerke for his methodology workshop and posterior help in such matter. Not only helped us but also made us understand the importance of creating a solid and strong methodology structure. As it could be said, you should not ‘put the cart before the horse’. Everything has its order of doing things, and the reason of building a good methodology framework or the ‘skeleton’ of our thesis will allow us to keep thinking and focusing in the next step without looking behind.

Before going further into concise details, we would like to present the two methodological views employed, then the reason of why we chose the topic and different sections will follow it. The main purpose is to try to keep this part simple and clear to the reader with a logic sequence of the events described.
3.1 Methodological view

Here we will briefly describe the methodological views that have been used. We want to state that our main aim was 'learn from our experts'. So once this was clear, and knowing that an analytical and a system view can be combined that was what we did (see figure 3).

*Figure 3: Methodological view*

- **Analytical view**: implies and sees reality stabilised by phenomena and aspect which possess some independency levels. As Arnbor and Bjerke (2009, p. 81) mentioned, analytical view possess its roots on the hypothesis that 'reality is factive'. In other words, as we have been doing during the whole thesis process to get and keep it simple: "some questions we would like to know to fill our empty knowledge" (Björn Bjerke, Meeting). It would be crucial what the experts have to share with us, the battery of questions we have prepared and are attached at the end of this thesis will help us and the reader to fill this 'hole'.

- **System view**: our role as researchers is to see, find and understand cues, links and how relations are established among members. Taking the sport illustration will provide us with plenty of scenarios where relations are playing in different context, among people with different status.
and will allow us to get a broad picture. To give a short example, looking at a handball team, relations are constantly playing among players, players-coach, captain and players, president and team, supports and team. And from these relations, a great deal of concepts and insights can be created.

By combining both methodological views we would like to be able to extract and analyse all the important information from our interviews.

### 3.2 The choice of the topic

The topic that is going to be studied and developed in this thesis, it could be seen as easy at first sight, or a study previously done for different institutions and colleagues. Normally there is no topic that is being studied for first time, but there is always something that makes one different from others, and that is what, we, the researchers, want to capture in our work. Even when people might think they have read and know everything about it, they will find out something new, because knowledge is limited and there is always room for learning. As Corbin and Strauss (2008, p.21) stated, the topic would be something that we would have to live with for a period of time in our lives, so it should be interesting. In our minds, the topic was relevant as well as important nowadays and still more important than that, we loved it, and when something is created with love and passion, nothing bad could come from it.

Despite of the early assumption of an ‘easy’ topic, we realized that it was difficult indeed. During our first meeting we got a general and a broad idea that it turned into a really specific one when we had our first meeting with Philippe Daudi using football as an illustration. Once we rolled up our sleeves, we faced some troubles, not for the fact of our topic itself, but the next steps did not seem clear to us. So what we did was ‘to take one step back’ and take a broad perspective again, looking it from outside, pros and cons, possible outcomes from each of our actions. Mentioning Arnbor and Bjerke we wanted to act as a “conscious researcher” (ibid, p. 20) who takes his actions with caution, being aware of why he is doing what he is doing. Every single detail should be taken into consideration and we specially cared of not leaving something unsaid. Professor Philippe Daudi (2013) said in one of the lectures that our thesis
would look at us from the shelves for the rest of our life. Meaning that we had to do something memorable, for us and for our possible and future readers.

### 3.3 A qualitative analysis

We have been discussing what way of analysing could be better work for our thesis, and finally decided to go for the qualitative analysis rather than a quantitative method. According to Morse (1994) the process of qualitative research relies on inference, insight, logic and luck, and eventually with hard work and creativity the results emerge as a coherent whole. One of the main reasons and probably the most important one was as Corbin and Strauss stated: “the research question should dictate the methodological approach that is used to conduct the research” (Corbin & Strauss 2008, p.12). Doing so, the research question addressed us to know what path we should follow. By taking a qualitative method, it gave us the chance to look at all the possible alternatives that this method offers: interviews, observations, videos, documents, drawings, diaries, memoirs, newspapers, biographies, historical documents and countless more (Corbin & Strauss 2008, p.27). It seems obvious that we did not use all of them, but some were really crucial for us, since we got the desire of experiencing and enjoying all the path from the beginning until the end, and there was no better way to do it than “to step beyond the known and enter into the world of participants, to see the world from their perspective and in doing so make discoveries that will contribute to the development of empirical knowledge” (Corbin & Strauss 2008, p.16). The only way to get a meaningful outcome was by getting at the inner experience of participants, to determine how meanings are formed through and in culture, and to discover rather than test variables (Corbin & Strauss 2008, p.12). In other words, talking to people, see what they had to say, how they felt, behaved, asking their personal point of view about talent giving by experience and how they connected to the sport field.

Moreover, our involvement was an important aspect to get some qualitative interviews that will be developed further along the way.

Some of the experts we had the pleasure to learn from were:

- Alexander Seggelke alias Ali
3.4 Grounded Theory

It could be classified as ‘no sense’ if we had decided to take a qualitative approach and no mentioning Grounded Theory. The Grounded Theory is a research method that was developed and presented in the book The Discovery of Grounded Theory (1967) by Glaser and Strauss. Initially, both authors wanted to find an alternative tool to the traditional, logic-deductive methods, Grounded Theory is a theory grounded in data which have been systematically obtained through ‘social’ research (Goulding 2002). Grounded Theory is ultimately grounded in the behaviour, words and actions of those under study (Glaser & Strauss 1967). Hence Grounded Theory was intended as a methodology for developing theory that is grounded in data which are systematically gathered and analysed. The theory evolves during the research process itself and is a product of continuous interplay between analysis and data collection (Glaser and Strauss 1967; Glaser 1978; Charmaz 1983; Strauss 1987; Strauss and Corbin 1990, 1994). Christina Goulding said that the role Grounded Theory was, and is, the careful and systematic study of the relationship of the individual’s experience to society and to history. The methodology is used very often to generate theory where little is already known, or to originate a new wave on existing knowledge (Goulding 2002, p.42).

This Grounded Theory made us take the side of the “creator(s) of knowledge” (Arbnor & Bjerke 2009, p.47) and take a look at a certain situation, discuss it and then start building up a theory that is already grounded, making sense of it through the analysis of data (Glaser & Strauss 1967).
We took this Grounded Theory as an ongoing process, where data is coming and leaving, and modifications needed to be made according to new information was founded during the research process. This how we structured it (see figure 4), as an open circle where there is a starting point and it there is always the possibility to modify it whenever new useful data come across the research.

*Figure 4: Non-stop circle*

![Non-stop circle diagram](Image)

*Source: Made by Íñigo and Andreas*

Grounded Theory was originally developed by sociologists for sociologists, but this tendency seems to have changed and moved to the management field, because it should not be forgotten that management is about people, their behaviours, relationships and communication. And this also could be implicated in recently leadership studies.

### 3.5 Data collection

Tons of information and data were collected and they came in so many different ways and were expressed in different manners. We agreed to structure our collecting data process before the existing possibility of losing data due to great amount of information. The memo and diagram technique (Corbin & Strauss 2008, p.119) was strictly necessary and it really helped us to organize the information while this was been collected. Thanks to numerous readings,
we discovered new key words that allowed us to find other reading and articles closely related to the topic and sometimes more than useful. Google scholar, the university library as well as other searching methods walked with us during the whole thesis, they became part of our everyday life. After every reading was also useful to have a look to the reference list of every single article or book, that gave us the possibility to take new key words we did not think before, and open our ‘searching’ process to boundless new readings. Google once again, was a crucial tool in order to keep everything organized and structured; Google drive offered us the opportunity to work in the different parts of our thesis at the same time and from different places. An excel document was created on Google docs to keep track of every reading we finished and to make the other know what was already done, we kept it simple and clear: Book title, authors, if interesting or not and brief summary with important key words to know what they were about to go through them again or not.

Here it is important to point out that when facing this phase and having in mind our initial illustration, we realized that getting in touch with the football world could be more difficult than we previously though, our original idea was concise and seemed to be good, but coming from two countries, Spain and Germany respectively, where football is “the king of the sports” with probably the best and well known teams around the globe, dominating the European Championship, it did not look easy to get into them without any previous VIP contact. So what we did, it was not to drop the football illustration; it was just make it more simple and wide to sports in general, where it could be easier to get opinions from different experts in different fields and show variety at the same time.

3.5.1 Face-to-Face: when and where something else comes to play

That was the most challenging as well as rewarding way of collecting data. The best way of acquiring knowledge is by participating in the area where someone wants to do its study, as professor Daudi mentioned in his book (1986, p.126). It could be considered as the most time consuming too, with some mixed feelings of frustration and satisfaction when one contact ‘participant’ said ‘No or Yes’ to the possibility to be interviewed. We believed that face-to-face research
should be a must in our research since it gave to our work a different knowledge that came from the human experience, “Knowledge is produced through immediate and intuitive perception of the human experience” (Daudi 1986, p.130). Just for the fact of being and getting involved, it provided us a different view and feelings from what it came from books, in other words, an atmosphere that it did not exist in the ‘printed versions’ sources of knowledge. Patton (2002, p.302) stated: “Creative insights come from being directly involved in the setting being studied”.

The way we faced and conducted them was first, going to our ‘own social network’ to try to find possible connections, and it worked, if it was not through a direct contact, we used our friends of friends via. The other vias were all the chances Internet offered us. Once we got the ‘Yes or No’, we started to work right away, looking for a possible personal meeting or if that was not the case, at least an email exchange. Interviews were conducted in three different languages: Spanish, German and English and sometimes data was gotten combining a personal meeting with an exchange of experiences through email due to lack of time in our interviewees busy life, geographical distance or just to give them the freedom of thinking, developing, answering, examining the answers before sending them back to us.

Here is a brief and short description of how we get in touch and conduct our interviews with some of the experts:

Before we began interviewing people, a solid structure in talent management was required. Once this first step was done and with the research question in our mind, we brainstormed about possible and logical questions to our future interviewees, while trying to get in touch with some experts in the business and sports field that we could help us to give an empirical sense to our thesis. It was quite hard at the beginning, but once we got one, something changed and we got one after another. Unfortunately, we did not have the time to use all of them. All our contacts come from three different countries, Spain, Germany and Sweden, and a trip to Spain was a must to get some useful connections.

First of all, we tried to get in touch with them by email, phone calls, facebook, whatsapp and using all the technology we have access to nowadays. After making a short introduction of what the thesis was about, all of those who answered us back, decided to participate. Some did not answer, so we guessed
they did not have enough time. Once we got the desire answer ‘yes’, more information was sent and we asked them if they could make space in their busy life, some accepted and others could make it only through email because of their schedules. With those who we met, several factors were important. Some of them were friends or friends of friends, which made the interview more relaxed, in a more informal way but without losing professionalism. Íñigo went to Spain to do some interviews and get more contacts. On the other hand, Andreas stayed in Kalmar and covered others from there, one of them with a German company quite useful in order to make a final comparison with the sports field. Interviews were done in diverse places: bars with a drink and a ‘tapa’, homes, universities and offices, depending of course how close we were to the interviewee. A previous five minutes introduction with some ‘jokes’ sometimes was needed to break the ice. Once both, interviewer and interviewee were ready, we asked them if it could be possible to record the interview to not lose any detail, all of them accepted, notes were also taken, but the record machine was vital because allowed us to go back and look for details that we could have missed. We tried that all the questions covered all the points we stated in the theoretical framework, giving special importance to the three points within the research question: find, develop and hold talent as well as leadership, team concept and more. Depending on the status of our interviewee, some additional questions were formulated, if he/she was a university professor, for example, how is talent taught at the university? The more information we could get the better. There was a clear evolution during the interviews, first questions were just answered and the following ones we could really realized that both, the interviewees and us, got more confident. We could collect more personal experiences and anecdotes. Interviews took us around an hour, others less due to their busy life, so with those that time was limited; we agreed to send an email with a few more questions. Finally, we asked if it could be possible to take or get a picture and a brief description of their academic/work experience. As always, the answer was ‘yes’ and also said if we needed more information or whatever, did not hesitate to contact them. For all these reasons, we are really thankful to them.

3.6 Analysis, discussion and writing stage

Making and giving sense was our main goal since the beginning; make our findings understandable to the reader. In order to analyse the data previously
collected, we made a distinction between primary data, the one taken from scientific papers such as books, university articles and our interviews with experts in the field of our topic ‘talent management’ as well as within our empirical illustration ‘sports world’; and secondary data, the one taken from magazines, videos and other available and trustful sources already made. Once we made this differentiation, we just used primary data. At the same time primary data was divided into the one from scientific papers and our face-to-face interviews, and within the last one, it was also divided into subcategories depending on the professional ‘status’ and personal characteristics of each of our interviews. ‘Constant comparisons’ as defined by Glaser and Strauss (1967) allowed us to look for similarities and differences and finally made categories and subcategories to get relevant information and make and give sense of it. Other technique that was present was The Flip-Flop Technique in order to get both sides of a concept, turning it ‘inside out’ or ‘upside down’ (Corbin & Strauss 2008, p.79).

So many other important aspects took place while analysing, discussing and writing, such as our personal emotions about a certain topic that showed up due to past experiences and cultural backgrounds (beliefs and assumptions); the language and emotional side in some particular and concrete moments and the concept of time that was used. ‘Our’ sensitivity was present during this phase, sensitivity understood as having insight, being tuned into, being able to pick up data on relevant issues, events and happenings in data (Corbin & Strauss 2008, p.32). A selective code was chosen as a pre-phase before building up our theory, as Corbin and Strauss (1998) stated: this coding process leads to building up the theory starting by identifying a core or central category.

Last but not least, we would like to clarify that the terms ‘I’, ‘we’ and ‘our’ will be present in some parts of this thesis, giving a personal but not distort of the content and trying to get closer to the reader.
4 Experiences of the experts: Game time! Let’s show what we got

From the authors’ point of view, this is the most interesting and most useful part. Due to practical circumstances and the great deal of information collected, the authors just decided to use the primary data. This one was divided into the two sections. On the one hand, the one extracted from a business company and on the other hand, the interviews with experts in the sports field.

4.1 Interview with representative of a Company

In order to compare the methods between a company and a sports club, we conducted one interview with a representative of a German company who wanted to stay anonymous. This global company employs between 7,000 and 10,000 people worldwide. We spoke with an employee of this company’s corporate HR development department.

TM is a very important part of this company’s business strategy, and TM has also been mentioned in its corporate philosophy. At present, the company is revisiting its TM strategy because it wants to improve and rethink some its processes. As mentioned before, finding talents who fit in with the company is one part of TM. We wanted to know what this company does to find talents. First, it posts online job advertisements on the homepage of its website or through external service providers, Facebook and universities. In order to increase its visibility through partner universities, it works together with students on either projects or bachelor- and master theses. Working with students lets the company know the students as well as their ability to work on their own and in teams. The company also creates job profiles and internships catering to only students who get the chance to showcase their teamwork abilities. It also tries to find talents within its employees. With its worldwide enterprise network, it is possible to find talents inside the company and introduce them to the right positions. In all selection processes, the character of a talent is an important attribute. A talent has to be work relationship- and goal-oriented to be able to work in a team. The company needs team players. The important attributes it looks at when hiring is confidence, awareness,
adaptability, easily excitable, willingness to learn, high motivation, interest in different cultures and good communication skills.

The company also offers opportunities to the recruits to develop their talents. This is also a task of systematic TM. It tries to identify and hire the talents, and enroll them in a growth program. The program includes general and leadership coaching, intern education, English courses, workshops with motivation coaches, healthcare information and team development strategies. Individual plans are set up to develop these talents. One important part is continuing conversations with the talents about their strength and weaknesses. After that, both the talent and his/her superior can bring in their ideas about how the talent can develop. These annual conversations take place for every employee of the company. This way everybody gets the opportunity to improve.

This company also has some strategies to retain the talents it hires. The talents are given long-term employment opportunities. This company is continuously growing, sales are increasing and it always looking to grow further. Talents get the opportunity to work across its global network. It gives them several incentives such as the possibility to combine work and family, flexible working hours, half-day jobs, home-office, healthcare and a nursery school for the children of its employees. Additionally, employees are given the opportunity to involve themselves in sports and participate in other activities to promote team spirit. Finally, they are convicted of good products and a very good working climate. Those could be reasons to stay in their company.

4.2 Interviews with Experts in Sports Clubs

In the next pages, the reader will find different interviews with different professionals all related with the sports world. The authors would like to take their chance to thank Maxmikael for the contact inside Kalmar FF.
4.2.1 In Alexander Seggelke alias Ali

Ali is a former basketball player who played in the German first division as well as for the German national team. He also made it to the all-star team in Germany and was the player of the year. Before his career in basketball, he was an athlete in his hometown. He retired from basketball at the age of 32 and pursued academics.

In the beginning of the interview, we asked Ali about his views on talent. Ali is of the opinion that skills constitute less than 50 per cent of talent and the rest is self-confidence, self-assurance and motivation. He said he never planned to be a professional basketball player and it just happened. When asked what motivates him generally, he said, ‘I want to win’. He likes competition, and just having a contest is big enough motivation. Additionally, the team was very important for him in his career. ‘Playing in a team is much more interesting and motivating than to work with on your own.’ An efficient team is one of the most important success factors in team sports, according to Ali. Although all players being friends is the best possible situation, it is impossible practically because of competitive rivalry.

One has to perform as best as possible as also play as much as possible. Therefore, players are interested in their own success first. To be a team player, one needs some attributes like character stability, mutual understanding, social competence and one have to be able to subordinate.

On how sports clubs try to find talents who fit in with the team, Ali said sometimes teams asked him about other players. He had to tell scouts whether or not a certain person is a team player. Using this tactic, a sports club can exclude any trouble spots beforehand. Most sports clubs try to find as good team players as possible, i.e. players who don’t divide a team and don’t create any trouble. Therefore a well-organized scouting strategy is very important for a sports club.

On how the basketball clubs he has played for developed their talents, Ali said many clubs had a good concept to develop young players. One was to put young talents into basketball academies where they can improve their skills and are able to finish a school degree simultaneously. There was also a ‘Shooting Doctor’ who trained the talents individually and showed them how to shoot the ball.
As a young talent, Ali had to face immense mental pressure which almost caused him to burn out. In professional sports, a player is judged every week by the team coach as well as the public. One day, Ali stopped reading the newspapers. However, his biggest problem was the pressure he put on himself. His performance was good, and he wanted to be better, and did not want to disappoint his fans and his coach. Although this situation was really difficult for him, he never developed too fast.

When asked why he switched clubs and what clubs could have done to hold him back, Ali said his motivation to leave a club for another was often just to have a new experience. He was curious to do something new. Since he always wanted to win, he wanted to play for winning teams. It was also important for him to play in teams which held better prospects for him. According to Ali, it is better to play before a crowd of 40,000 than 10,000. However, he said, money was never the issue. ‘I could have earned more money if I wanted.’ For example, Ali played four years - which is pretty long for basketball players - in the Science City Jena club because many friends and family lived close by. He also loved the club environment in Jena.

### 4.2.2 Lasse Johansson

Lasse Johansson is a former professional football player from Sweden. Between 2011 and 2012, he was the U21 football coach of Kalmar FF.

When asked what motivated him, he said he enjoyed being on the pitch, and coaching and instructing players. He always wanted to be very good, and liked identifying problem areas and finding solutions. He was always proud of his team when it won after paying heed to his advice. According to Johansson, talent is 25 per cent skills, 25 per cent motivation, and 50 per cent attitude and training. Therefore the character, mental strength, tolerance for failure and hard work of a talent is necessary. Although it is important to possess the basic innate skills, he said that some extremely skilled players fail to grow be-
cause they don’t want to move or run. They didn’t develop and had to leave the club.

On how important the factor ‘team’ is in TM, he said a well-working team is necessary but the concept of team falls into place because every player is a professional. Team spirit is a given. Any player acting like a ‘superstar’ will be thrown out because there is always an immediate replacement available. The culture of a club is always team spirit. If its players don’t like each other it doesn’t matter because the players are professional enough to know that winning is important. Club leaders are responsible for the culture in a club. Leadership is most important for a successful team. Leaders chart out the vision of their clubs so that players know what they are supposed to do. They draw the picture the players must have in their head. They hold together the team as a single unit. In his time as a player, Johansson received a management paper he had to read which outlined what he had to do as well as what the rest of his team had to do. This helped the team grow and become strong. ‘If you compare it with a stick, you can break one stick, but if you put all sticks together it is harder.’

To find talents, Kalmar FF has scouts who go to football camps in the regions near Kalmar. They like to use local talents because scouting for talents far away is too expensive. In the camps, they look for talents in the age of at least 13 years. The talents who are younger should develop in their clubs. If Kalmar FF would try to get talents before the age of 13, they already got the best players and then their own players would not have any competitions anymore. They would win every game 10 - 0 in the regional competitions. Kalmar coaches observe talents aged 13 or 14 to know those players. TM starts at this point up to major club levels.

The goal of Kalmar FF is to refine its players as much as possible. The team’s coaches constantly communicate with its players to set up goals, identify the players’ strength and weaknesses, and work out a development plan. Furthermore, the young talents train every day and the coaches guide them. Sometimes they have individual training.

On talents developing too fast, Johansson said the real problem is that coaches have to hold the talents back because the young players want to develop too fast. Young talents need more patience, but they start complaining very soon if they aren’t playing. Therefore, they have to learn to control themselves. Kalmar FF has a development strategy called the ‘Talent Group’.

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The Talent Group has players who were unable to grow as well as the coaches expected. The players in the Talent Group train with the first senior team and are able to play for the youth teams, the second team or the first team depending on their performance. Kalmar FF has used this strategy to introduce talents slowly to the first team successfully in the past.

Figure 5: Talent Group Kalmar FF

Kalmar FF tries to retain players but it is a difficult task. It has introduced some strategies to retain talents but is sometimes unable to do so. Since a talent plays for Kalmar FF, the club tries to build a strong relationship and trust with the talent so that the latter likes the club. Through its Talent Group, Kalmar FF ensures that every talent has the chance to play for its first team. It also tries to show players their prospects in the club during their career as players and even after that. Sometimes players want to leave the club despite its efforts because they see more prospects, better resources and more glamour in another team.

At the end of the interview, we asked him what is important in TM. Johansson said clubs shouldn’t spend too much money on young players. A survey showed that only two of the 22 players in the Swedish national team actually began playing in the youth national team at the age of 16. The other 20 players joined the national team when they were older. Spending too much money on young players is like gambling, he said adding that using the money to ac-
quire great coaches is more important. The best coaches should work with the young talents.

Furthermore, there is a big drop in the number of talents between the ages of 15 and 16. Football is no longer fun for these talents. Therefore, refining very young talents should be stopped or else these players get tired and quit football. Additionally, larger talent pools are needed to cope with the big drop in the number of talents.

4.2.3 Álvaro Rodríguez Melero

Álvaro started practicing sports at the age of 8 years old: football, basketball and athletics among others. At the age of fourteen he chose athletics, becoming a 1,500m specialist. 2007 was his best year: Runner-up in the University World Championship in Bangkok (Thailand) and Champion of the Europe Championship sub 23 of 1,500m in Debrecen (Hungary). Got several recognitions as Best Spanish Athlete Junior (2005-2006) and sub 23 (2007). He also participated in the last Olympics Games in London 2012.

Álvaro Rodríguez stated that a talented person is someone with something special, a capacity to develop a certain task, that stands out thanks to its abilities and there is an important potential that needs to be developed. He knows that the search of talents is currently a must within the sports and business field. That is why one of the reasons should be to centralise educational efforts trying to strengthen in which abilities each one stands out, or this also could be applied to a group, selecting those who present the best previous natures to achieve the result, get ‘success’.

In order to find these talents, a test or different proofs could help to identify and determine who could be valid and fit to carry out a certain task as well as dismissing those with more difficulties. In the sport field, the coach in charge of farm teams is the one who finds them because he knows and sees its pupils in their ‘area of work’, or play area in this case because they are usually kids, but generally this is the job of talent scouts, to search and identify precisely
those people which talent could be developed and used for a specific and final purpose.

Alvaro said that among the characteristics a coach or talent scout would like to find, there are two possible perspectives here:

- **From the side of the talent scout:** to be observer, to know well the area and atmosphere where someone is working. Also be able to see beyond to evaluate possible handicaps that the individuals may possess when observing them, and take into account with a better measure their abilities.

- **From the perspective of the subject being observed:** ability, competitiveness, non-conformist, ability to work in a team, passion for its task...

The mission of the farm teams is to gather sportsmen with diverse talent degrees in order to develop them for their posterior training in an educational and sports level, with the only purpose of getting a higher level of performance in a later mature phase. Where the role of the coach is to make the most of its sportsmen’s abilities to achieve the higher performance/efficiency possible as well as elaborating a good and with common sense season plan.

Once a new ‘promise’ is found or signed up for a club, the next step is to establish goals and try to obtain the best atmosphere and environment in order to develop them. Adjust the work plan, to improve the sportsmen’s qualities and stimulate and motive will help them to get enough confidence, these also could work as a promotion techniques.

Álvaro mentioned that not always a talent succeeded within the club and there are different factors that could influence: disparity of criteria with the team staff, not having an adequate training plan adapted to the sportsman necessities, not having the same goal with the coach, not feeling good within the team or work group atmosphere, personal issues, lack of attitude and motivation.

About getting the most of a talent, Álvaro said that there are no secrets or a magic potion, it is as simple as having in mind the promotion techniques previously mentioned as well as having a small dose of luck or in order words, lack of bad luck that could cut short someone’s progression. A good plan has to be a priority, because it is the starting point and from it, goals will be estab-
lished and the different phases and means will be structured and detailed in order to do it. A bad plan can be avoided with a precise knowledge on the side of the coach. The coach should know what training techniques are the best for its sportsmen taking into account different factors such as the level, aims, age, precedents and any other circumstances that are around the sportsmen and can affect to their performance in a bad way.

Álvaro knows how vital is motivation and that is why he stated “It is extremely important due to the psychological and emotional parts are almost as important and vital as the physical and technical ones when the time to perform comes to play during trainings as well as official competition. It has to be perfectly adapted to the characteristics and temperament of each sportsman, without being too euphoric or the opposite, something reasonable”. He also talked about the strategies that could follow when the decision of holding takes place: “I personally think that the strategy should be always in consonance with the aims circumstances of the institution. Of course, it is desirable to make the most of your sportsman’s virtues to collaborate with the performance and successes of the team. Occasionally, an economic use could derive into some improvements for the club and a final sports benefit”.

For him, the term culture is a really important aspect. To have a certain degree of identity and sense of belonging can favour the spirit of the team, increasing motivation, inspiring the sportsmen and establishing a special link between sportsman and institution greater than something merely contractual.

He mentioned that a team culture is a necessity and in sport teams always have to survive the common goal among and above everything. For this reason, every single player has to focus on and develop its task in the best way possible due to the individual success drives to the common success and viceversa. Managing egos and certain individual and selfish behaviours inside the changing room is a fundamental task for the coach and usually the team success depends on it.

The captain of a team is the representative of the others players or sportsmen, and has to possess leadership skills, level-headedness and empathy with the rest of the colleagues. It is usually chosen the one with the highest bond with the institution, maybe because of seniority or other reasons. So here it is when
it came his definition of a leader “It is the person that counts with the respect and acknowledgement of the others, that person has charisma and is able to mobilise or run a group in a given moment”. But he strongly stated that a talented person and a leader are not the same, they are both two different conditions, the most talented one does not have to possess the greatest leadership skills.

From Álvaro’s perspective diversity, he did not think that it is an aspect that could be viewed favourably. Although, it could do it negatively. A possible advantage in the case of different ages could be the mix of seniority and experience from the oldest with the ambition and freshness of the youngest. It is a more than a desirable feedback. It could be seen as a source of problems if there is no tolerance.

Managers have to take the right decisions for the institution’s benefit to achieve all of this, taking into account the human aspects of the collective too, but with determination and making use of their experience and knowledge for a better management.

Álvaro concluded that experience could be an advantage; this is because so many details are known and they really help in order to plan a strategy or take decisions. Moreover, to empathize with the sportsmen the manager is responsible for.
4.2.4  Daniel Suárez García

Daniel has a whole life dedicated to the football world. Ex- football player in the minor football divisions in Spain. He is actually one of the thousands of talent scouts that Atlético de Madrid has around the world. National coach, he is currently training the Unión Popular of Langreo (Asturias, Spain). Winner of the league two times. Seventeen times training in the 3rd Spanish division and one in the 2nd B. He reached fifteen times the play-offs to the 2nd B division and achieved one. Present Asturian UEFA coach.

If we are talking about sport, a talent it is that person who possess some specific qualities or abilities to perform that sport and can improve a lot with the right training (physical-psychological, that helps to globalize the training).

Daniel said that this increasing demand trying to find new talents is because the competitiveness and necessity of fast and urgent results, “we do not participate in sports anymore, we just want to win immediately”. In order to find out who is valid or not, Daniel said that the physical aptitudes and qualities vary depending on the sport played in question. For example: a guy who is 1.60 meters height, even though he could have really good abilities, we would never train him as a goalkeeper, but he could be great as a midfielder.

In order to find those talents, Daniel stated that usually the talent spotters are the ones who have to find them, because they have the real power to bring them to elite farm teams, but it does not mean that ‘you’, meaning someone else, cannot find a talent. The talent spotters mission is to discover someone before anyone else, sportsmen that could have an important role in a given sport. In Daniel words “because even if you believe it or not, this is like in medicine, to have a ‘clinical eye’”. This is one of the reasons there are so well paid people sometimes. Daniel as an actual Atlético de Madrid talent scout said that they are not looking for a particular characteristic, the aim is to globalize, they appreciate the attitude, because without it, even if a talent has the perfect conditions to succeed, he/she will never be one. With all the money going on in the football world nowadays, it is fundamental the role of the farm teams and its formation phase, but Daniel pointed out that it is not all that glitters is gold, because clubs do not invest in qualified coaches, good educa-
tors, they do in achievers. And the importance of the youth teams is crucial, they always worked: PSV, Ajax, Athletic de Bilbao, but how Daniel previously mentioned, there is a money handicap now, money moves everything in the football world searching for titles and it closes the door for youth players.

Talking about the role of the coach, Daniel as a current coach of Unión Popular of Langreo, knows that the coach performance’s is vital for the team to get ‘results’, if the coach does not do a good job, nothing works. A coach has to design the style of playing according to the players he/she gets.

Once the talents are signed up, the next step is to train and educate them socially and in sports terms. Daniel said: You know some of them will not go beyond, they will stay on the way, so they need to be ready for real life, be educated for it”. Daniel stated about promotion phases that it is something that the sportsman itself has to get with its own work, effort and sweat. Sometimes it could be used as recognition for their effort to show them that if they work hard they will reach the objective. Daniel explained that other factors that could affect on that someone will not succeed within a club are: adaptation, weather, city, language, but from his own experience is the own player’s personality. This is the one which is going to determine if the player will get help from others or not (ex: if you are selfish, a bad teammate, etc.). There is not a secret formula to get the most of someone, just make them believe what they are doing and fight to improve day by day. The concept of ‘Iron Sergeant’ is obsolete.

In the development phase a careful and good plan is crucial. A bad plan comes when something is urgent and the need of hurry is present. This should be avoided with strict controls from the Sports Discipline Committees.

Daniel agreed that motivation is a key element, also a reward or incentive for specific goals, but it has to be taken into account that in the UPL (Unión Popular de Langreo), even if you stimulate your players with large amounts of money, they cannot win against Juventus, for example. He meant: there are some sport limitations and levels. According to the strategy to follow, if keep the talents or sell them, will depend on the needs of the club and its culture. The biggest farm teams have a strong and defined culture.

In order to build a team structure, Daniel was really concise: “each individual has to have its own space and everyone is important but nobody is indispen-
sable”. Once the captain role is essential, the spokesperson in front of the coach, management staff and press. In Daniel’s case, he does not choose the captain, he allows the players to choose it by voting, he thinks it is the fairest way to do it.

For Daniel a leader in the issue exposed here, is a sportsman with a strong personality, exquisite human quality behaviour, good player and better teammate. But a talent is not a leader but all means; it can be it, but not necessarily. He thinks the same about having a mix group or diversity itself. For him the most important is the people themselves, and groups are formed by people without distinctions of sex, colour, race, etc. He does not see diversity as a source of competitive advantage, the coach is the only one responsible with its assistants, physical trainers, physicians, psychologists to get a whole group together and establish a common and desire goal. The manager role is to coordinate everyone who works shoulder by shoulder with him/her with the final purpose of maximizing sources in an effective way and with a great atmosphere.

Daniel mentioned that experience can help but it not is needed in order to be able to do all what is mentioned above.

Finally he wanted to highlight the big impact and increment in terms of finding, developing and holding talent done so far, but there is so much that need to be done yet. The best example for him it is the Spanish sportsmen, really successful in the past years.
Mayte Martínez Jiménez

Ex-Spanish athlete competing in the 800m, she got retired in 2012. She was considered one of the best Spanish athletes of all times, getting recognition in 2005 and 2007. She reached 4 consecutives finals in the World Championships, getting a bronze medal in Birmingham (2003) and in Osaka (2007) (indoor and outdoor respectively). Six times winner in the Spanish Outdoor Championship (2000-2002 and 2004-2006) and other six times Indoor (2001-2006). She also participated in the Olympic games. National Sports Award, Reina Sofía Award in 2007.

Mayte Martínez defines a talented person as someone with the suitable aptitudes and attitudes to the sport practice. The innate element is essential but the training takes a huge percentage from the total a hundred percentage. In her opinion the two main reasons of this increasing interest in talent are to get success and prestige. The best way to know how is a valid person for a certain position is to ask the people inside, in the case of track runners, people inside this world and what is really close to it, with a deep experience and knowledge that know what are the physical and psychological requirements needed to get successful. Those people, talent scouts, federations or clubs, are in charge of finding new young promises with a huge potential. Mayte strongly believes that farm teams are the future and the main source to build and encourage the team. They are also the first places where children can get the opportunity to know sports like athletics and enjoy practising it. Mayte says that here the figure of the coach appears, the one in charge of making the most of its sportsman, of its capacity to a high level of performance.

Once someone is signed up, the followings steps are to get him or her into the club’s discipline and optimize its effectiveness. Only good results can help to get promoted, that is the only thing that counts, in Mayte’s words. The best way to make the most of someone who seems good at first sigh is to let them enjoy practising sports, do not burn them out either physical or psychological.

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Of course, some talented people do not succeed, for her the no-adaptation to the team or to the coach requests are just two of the reasons. Mayte as actual physical education trainer and psycopedagogue knows how important is a good training plan to avoid to get injured. In her own words: “It is fundamental, sometimes happens when a coach is not qualified enough, it could be avoided with a better qualification”. Also she mentioned motivation as an important aspect, as a key element she said. There are so many different motivation techniques and it will depend on who you are treating and it will give you how to treat and motivate him/her. She pointed out it is really important to have the chance to get to know the young sportsmen in a more personal and close way.

When it comes to what strategy an institution should follow once someone has been developed, she appealed again to the most affectionate and nicest side, to take care of and pamper someone, the rest will come alone. Maybe this answer makes sense because she got retired two years ago, and she is just focused on her new baby and with children everyday in the school of athletics she opened few months ago.

She also expressed that having a philosophy is vital, because in every team/club people look for different things. So it is good to make them feel like they are all important, basic pieces of a puzzle but if they want everything to run, all these pieces should fit in the puzzle as a team. Here when Mayte was talking about teams and puzzles, she said her opinion of what a leader is: “someone who can bring out the best of himself/herself as well as his/her teammates”. It is quite often to see captains within teams or clubs, and they usually have been elected because they gather these qualities. Mayte is of the opinion that someone with a talent is a leader somehow, “leaders are born but also made”.

Diversity does not mean a good or bad thing for Mayte, she also appealed for the personality itself of individuals instead of age, nationality or culture. And what makes it a source of advantages or problems, it will depend on how the coach/institution manages these circumstances. To create a good work atmosphere and confidence seems crucial.

Last but not least, Mayte Martínez said that having a previous experience is very important to know how a team works internally, but it is also essential to have an academic training.
4.2.6 Elías Reguero Carrillo

Athletics National Coach; Superior sport trainer in Athletics; assistant of the RFEA (Real Spanish Federation of Athletics); long-distance runner responsible; ex-international athlete and a whole life dedicated to sports, either athletics or basketball, as a sportsman, coach or physical trainer. Physical trainer of the Forum Filatélico Basketball Valladolid (1980–1984). President of the Club D.A.R. of Valladolid (1980–2014). Distinguished Coach Award in Castilla y León (2003–2011). His work has been recognized many times in Valladolid, Castilla y León and Spain.

Elías defines those who are talented as people that are able to understand, work and perform in a way above the others. Elías compared this ‘talent search’ as “the goose that lays the golden eggs” fable, which is the one every club, manager, coach dreams. It is a task for people who special aptitudes. Usually talent scouts are people dependent of clubs, players actually retired that visit different fields or pitches where different sport games or celebrations of young sportsmen take place every weekend, and then they analyse and see if there is one that stands out above the others, they keep track of him/her informing about the technical characteristics to the club. When it is time to find someone that has to fit inside a certain position, structure or institution, it is a need to know and analyse the diverse technical-physical positions required in the field by the teams that will give the key to begin the search of ‘the talent’. Subsequently, it has to be accepted by the management staff, coach, partners, supporters, press, etc.

Elías said that the mission of talent scouts is to narrow down in order to find new young people with enough values when afterwards forming, educating and developing their abilities it is possible to detect ‘the talent’. Some of these talent scouts are ex-sportsmen or players that observing the different sections in the farm teams, send reports to the club, and if interested, they opt to sign them up and develop a specific technical plan. So here, Elías wanted to set an important point for the role of the farm teams and coaches. The youth teams of clubs of a certain level are the answer of programming, educating and form-
ing young people interested in that particular activity, making easier a possible future projection and the professional integration into the first team. Being the coach one of the responsible. New talents accept the rules and discipline established by the coach and club. Elías as a current coach as well as many other roles he has been developing during his great experience, wanted to state how a coach plans the different technical systems for the players and sportsmen in general:

1. Full support from the management staff.
2. To establish order in the team.
3. To know every single player in all technical senses.
4. To know all the ways of living of every player.
5. Inquisitiveness that the players may have.
6. To know their whole sport life.
7. To keep medical track with the club’s physician.
8. To keep physical track with the physical trainer.
9. Reports from other team members
10. General meeting with the whole board of directors to mainly inform about the technical aspects.

Elías also mentioned that, not for the fact of being a ‘talent’ means that this person is going to perfectly fit and adapt to everything. There are other factors extremely important such as language, mentality, coexistence, environment and everything that surrounds it. For him, the biggest secret to make the most of a talent is confidence that a coach transmit with its personality and training well planned, paying special attention to the most important characteristics and making individual plans as well. Motivation becomes something indispensable, to encourage is important but not also with money, there are other ways. A bad sport plan could ‘break’ the sport life of a player, getting injured or more important suffering a psychological ‘fall’ due to the player does not find the stimulus that normal competition provides. To develop talents, it is a must to know where they are and offer them the enough safety to let them assimilate the work already done and the psychological peace to ‘charge the battery’ and by doing this, to get the best performance.

Elías thinks that a concept of team is really important but it needs to be structured, he provided us a simple but intuitive draft:
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- Organization to set rules → Order
- Organization to achieve results → Education
- Organization to assume responsibilities → Respect

Elías stated that the mission of a captain is to collaborate with the coach, where a leader is that person who is able to influence others, but he does not believe that a talent has to be a leader, a talent has more than enough to show what he/she gets and not lose concentration. Diversity could be seen as a good tool to make a competitive advantage somehow.

He strongly believes that experience can make the difference when to find, develop and hold a suitable talent is needed. Finally when asked about how important it is the concept of talent in high schools and universities nowadays, he showed his most strong disconformity and his honest opinion saying that: “today is the day that nothing influences, nothing is considered, there is no motivation, people ignore if someone possess a talent, there is no plan, no team work, nothing, either in high schools or universities. Everything our youth does is thanks to private clubs or institutions (with infamous scholarships) that with great effort from monitors, with more wishes than means, spend hours and hours a week really bad paid”. This was his final reflection and very critical one after sixty years as an international gymnast, coach, professor, long-distance runner responsible of CyL (Castilla y León), assistant of the RFEA (Real Spanish Federation of Athletics), Athletics club’s president, etc. As he said: “it will take me pages and pages”.

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4.2.7 Inés Álvarez Guillén

Inés was the youngest person interviewed but not for that she was the one with less experience. Got her Bachelor Degree in Science of Sports and Physical Education, European University Miguel de Cervantes (UEMC), Valladolid. Athletic coach with children between the age of four and sixteen years old (2007-Currently). Rugby Coach in the farm teams of El Salvador (2007-currently) and physical trainer of the male and female senior teams of El Salvador. Monitor in a fitness center. She played several sports like basketball, tennis, athletics and currently playing for El Salvador Female Senior Team and the Castilla y León team as well as one concentration with the Spanish National Team in 2013.

Inés describes as a talent with the sports field, all these people that are based on a good anatomic characteristics and the experiences lived through their sport life. It is the addition of both factors. Moreover, it is also important the discipline while training and the effort and overcoming level they may have. Inés said that this increasing search is because they are usually people that it is easy to work with. That is why it becomes fundamental treat children from youth teams with well-formed coaches. It is easier for them to get further than anyone else. To identify them, Inés mentioned that their anatomic characteristics, capacity of making decisions and attitude are some important aspects to take into account.

Talent scouts’ and manager directors’ mission is to look for some superior actions that others do not have, and they can be kept in the long term. Nowadays, the physical progress has acquired more and more relevance. Of course a positive attitude and the psychological aspects also have an influence when finding them. If we are talking about rugby, a talent has also to possess a wide vision of the game as well.

In rugby, sport that Inés is currently playing, the role of the farm team is crucial, they try to encourage players to enjoy this sport, form them and create a sense of belonging to the club. In order to recruit new players, El Salvador makes different promotions and go to different schools, they organize training sessions and encourage children to visit the club, if they like it, they start playing rugby in the different categories. El Salvador also give several promo-
tional speeches at the University, different fairs and organize non-violence competitions to get others know how rugby is and what it encourages.

Inés as a coach knows how important is to define aims according to the team characteristics, trying to go as far as possible. As every sport in a high level competition, the aims are oriented to the final result.

There is no secret to make the most of someone, everyone is different and it becomes vital to have a good coach and team assistants that plan group and individual training seasons depending on their characteristics and the competition schedule and objectives that they want to achieve. A good training plan is essential for both talented and less talented players.

Inés made a special emphasis in motivation, mentioning that is crucial but the first step is to know they children started in rugby, why? And they go for their individual characteristics because not all of them are equals, they have diverse motivations and the coach and team assistants have to know them.

Inés told us that in rugby, they develop young players from an early age, they just pay money for a certain talent or really good player in the first division team, not before. The actual farms teams are exclusively organized to enjoy rugby at an amateur level, it is also the place where they learn the club culture and values of this sport.

Regarding to team building, Inés stated that everyone should be treated as equal, no matter where someone comes from, etc. Team is about being equal and collaborating.

Inés defines the captain as the leader, the one who has to know his/her teammates, troubles inside the changing room, in other words, be the model of respect and attitude. She also defined leader as the guide. In her opinion, a talent is not necessarily a leader. Although, he/she could become one in the future.

Diversity is always good if they contribute with their experience for the best of the team.

Inés made a difference between manager and sports management staff in her club. On the one hand, manager is the one in charge of the team cards, logistic and treat with families. On the other hand, sports management staff is the one taking care of every categories within the club, evaluate how the coaches work, etc.

Experience for Inés always provides positive aspects in order to not make the same errors and to know what it works and what it does not.
Finally, she wanted to express her opinion about how this process of finding, developing and retaining talents is addressed in schools and universities. In schools where the subject of physical education is taught, they do not give any importance to this topic, what it is relevant for them is to develop basic competencies through the practise of sports that it is what the Educational Ministry requires. In universities where the bachelor degree of Sciences for Physical Activity and Sport (CAFD) is taught, they pay special attention to the development of sportsmen and people related to it, having several subjects focused on sport pedagogy, motivation and the figure of the leader. There are also different subjects that treat the physical, psychological aspects as well as training plans in detail and carefully.

4.2.8 Juan Carlos Pérez Delgado

*Bachelor degree in Education, speciality in Physical Education. Sport manager and coach of the first division team Club de Rugby El Salvador; Titles: four times winner of the Spanish League, four times winner of The Copa del Rey, five times of the Spanish Supercup and two times of the Iberic Cup. Spanish national coach sub 18 and sub 19 of the Spanish National Rugby team; Champion of the European championship sub 18 (2013), third position European Championship sub 19 (2013).*

Juan Carlos described as a talent person as someone with special capacity to develop its abilities and perform better than others. He is of the opinion that talent is extremely important when selecting players but he does not see it as a differentiator element at the moment. Juan Carlos appeals to the intuition or experience instead of merely specific pieces of information when discovering new players in rugby at least.

Juan Carlos with a current position as a rugby Spanish national coach sub 18 and sub 19 and sport manager of El Salvador Rugby of Valladolid has a wide experience on finding new players and being able to look beyond. For example, in the Spanish national sub 19 team they look for players with different profiles in order to complete a compact team: players with talent, with leadership...
skills and really strong-minded above all. A mental facet is vital for players; rugby needs players with a positive mentality to confront the negative with a strong position. In his on words: “this strong mentality that what it makes the difference between standard players and worldwide standing players” The tactic and technical aspect shifts to the background, something that they could improve in posterior meetings as coaches. They have four people with tons of experience on their backs that inform the national coaches (they divide Spain in four quadrants and each of them have their area of action).

The role of the different categories within the rugby El Salvador is to form and develop, and the task of the coach of the first team is to get the best performance possible of its players in order to achieve the results previously established. When developing new players, the first thing they do is to show and teach them what the profile of a ‘Chami’ player is and in what is based: respect, sacrifice and team work. After this step, they get the ADN as a ‘Chami’ (El Salvador) player and they will go for the different categories, which have different aims depending on their age. The final purpose is to form players with a certain profile to play in the first division team.

One of the things El Salvador do is promoting rugby in elementary, high schools, universities as well as open days to let people know their sport and detect talents. There are also ‘internal’ coaching sessions where the farm teams have the opportunity to talk and learn from players of the first division team (Division de Honor). The farm teams are also like an academy where players are trained and formed and the coaches keep track of their evolution and physical and technical improvements as rugby players. The only secret to maximize someone’s abilities is to control, keep track and a continuous development with feedbacks and frequent positives reinforcements. A good training plan has everything mentioned before and it should be avoidable a physical overloading, as Juan Carlos stated: “it should not be taken shortcuts, just patience is required”.

Juan Carlos said that in collective sports as rugby is, any kind of motivation is good if it is for the whole group, because since they are a team a common harangue will make them stronger, but he recognizes that individual talks are extremely important.

In the particular case of rugby in Spain, players and talents usually stay in the club and they try to make the most of them, it is not a big industry like football.
Concerting to culture and team building, Juan Carlos said that is important to have a common reference or plan to search the most suitable profile for the club and do not waste time. The key of the team is the search of common goals and the group should choose these goals. The group establish their ethical bases in order to achieve the target, if this is imposed from outside (managers, coaches, press), he does not believe it would be that effective. He sees the figure of the captain within the team as a model, an example followed by the team, who has gained the respect of others because the way he/she behaves and acts, always thinking in others rather himself/herself.

For him, captain and leader are two different things, leaders rise also in the field, but they are more concrete, more specific in a certain moment like the leader of the defence. A leader is someone that sets the pace of the team at some point and everyone follows him/her. From his opinion, someone with a talent could be a leader but we will be talking about the mental capacity again. Juan Carlos sees diversity as a good element within a team, as he said: “more points of view, our team will be enriched for sure”. The only problem he sees it that the coach will have to cope with it, different personalities and everything will depend on his/her abilities. It is obvious that a homogeneous team is easier to control but it does not mean better results.

Here, talking about sport management section, Juan Carlos talked clearly since is one of the position he is currently taken within Rugby El Salvador. For him a sports management section is crucial to organize all the club structure and plan, to create, keep and develop the common goals of the club and having someone with a good ability to listen to others and take the best decisions for the club.

Experience in the field could be seen as an extra help but he stated: “it is important, but it should not be misunderstood, think as a player is one thing and another quite different is to think as a sport manager”.

Last but not least, Juan Carlos strongly believes that what is taught in schools and universities it is the common ground to build up something better. New talents not only should be trained to have good skills or techniques, but also in all the spheres that make a player even better such as psychology, nutrition, prevention of injures, etc.
4.2.9 Javier González Fernández

Javier González got his Bachelor Degree in Science of Sports and Physical Education, European University Miguel de Cervantes (UEMC), Valladolid. He is the actual physical trainer of Cuatro Rayas Balonmano Valladolid in the Asobal Division. He also had experience with Real Valladolid Football Club and other English football teams during an internship in the United Kingdom. Apart from handball and football he started as a personal trainer in several fitness centres.

Javier when asked about what was his definition about talent, he described it as a suitable characteristic or aptitude that a player possesses for the practice of a certain sport. For him, talent is something innate but it needs and requires a lot of work to get the maximum potential of the player, because just talent is not a guarantee of success. According to Javier’s point of view, talent should not be searched just an element to differentiate from others, there are other aspects taking part that a player may not have at first like the psychological or volitive ones. He meant talent without an effort capacity does not serve as such. It is always better to breed effort values into someone with talent that try to harp on someone lack of attitudes for the sport practice. In order to find someone with talent, the experience and aptitudes of the observer are quite important, if we are trying to find someone with talent, the observer should also possess a kind of talent to do so. Javier mentioned the importance of the talent scouts, but made a relevant point here, the mission of a talent scout should be in accordance with what the coach/club needs to reach the goal. In addition, he illustrated it with one example that made us get the whole picture, “if your talent scout gets a butcher but what your club or coach needs is someone to make bread, then?” So the talent spotter’s role should be by the hand of the coach’s interest and needs. This person should also possess knowledge in the sport in question, notions of physical and sport training and experience in the search of talents before. It is also important that this person, the talent scout enjoys the time this profession demands, as Javier said: “It is not a task that can be done from one day to another, it requires a continuous chart”. When asked about the farm team and its role, we noticed in his answers what he is experimenting right now in Cuatro Rayas Balonmano Valladolid.
dolid. “Today and more in these days, it should have an important role within the organization chart and structure of the club due to cutback in the budgets and the impossibility to overcome big outlays in hiring players”. On the one hand, some clubs with budget issues just have the possibility to complete their teams thanks to their farm teams, it should be seen it as a long-term investment. On the other hand, big clubs with no financial problems use both, people from farm teams and spent large amounts of money in players.

Next steps when players are already into the clubs’ discipline would be easier if as Javier stated, talent spotter and coach are in the same harmony. Everything counts, the way a team plays and trains, changing room atmosphere, city, language, etc. If this research is done beforehand, the development phases will be a mere formality. There is no either secrets or recipes to bring out the best of someone, the closest could be an individual training plan for each player.

Javier pointed out that a good training plan is vital, but is should be extrapolated to all levels (sports, physical, nutritional, rest, etc.) without forgetting the ones unrelated to sports (formation, family, free time, etc.). It is a path that has to be followed without skipping steps because it could derive in problems. About motivation, he said that it is important but mentioned two kinds of motivation, extrinsic and intrinsic, individual training plans and psychological aspects respectively, so motivation is not the same for everyone. Talking about culture, Javier said it is a fundamental aspect, everything and everyone should go in the same direction, that is why he made special emphasis when recruiting new talents for the team and the connection between talent scout and coach/club’s interests.

According to Javier’s opinion “A captain is someone with specific characteristics, I think if it exits talent for a physical or sports aptitude, a captain has to have a talent as well, which could encompass leadership and communications skills, responsibility and emotional balance, among others”.

Bringing up the question if a talent is also a leader, Javier said that not necessarily, it is possible to have a sports talent but not to be a leader and on the contrary, to have some leadership skills but not to stand out among others in the technical aspect when performing.

Javier appealed to the homogeneity when asked about if diversity could be seen as an advantage or disadvantage within a team, he said that diversity is good because every professional club is somehow globalized, but even if it is
an heterogeneous group or homogeneous, the personality of the players has to ‘homogeneous’ in accordance with club and coaching staff to reach the common aim.

Experience is a grade, and as it was already mentioned above, it is really important at all different levels. Knowing how a certain sport, club works and also its culture and all that are surrounding makes everything easier and faster, and some adaptation phases can be skipped.

Finally, Javier shared with us how talent, leadership and other topics covered here are taught in schools and universities. These topics are barely mentioned in school, but on the contrary, in the bachelor degree of Sciences of Sport and Physical Activity take a strong importance and are taught deeply in different courses through the five years of this bachelor degree. Once more, Javier highlighted that depending on the sport and how close people are related to it, these topics have to be approached in different ways. It is not the same to talk about leadership skills in a sport team as it could be handball than in an individual one like kick boxing.

4.2.10 David Enciso Fernández

David describes talent as the starting point where sportsmen can develop and show the best characteristics and aptitudes in a future sports specialization. One of the reasons to explain why this ‘talent search’ is a trend nowadays, David said, “there is an increasing equality in the physical level among players, and people start looking at players with an excellence tactic talent, decision making and ability to control emotional-stressful situations among other
parameters”. In order to identify someone with a ‘talent’, David stated that is important to know how to differentiate the word ‘talent’, because is the wide meaning of the word ‘ability’. Moreover, it should be taken into account possible comparisons among individuals with a similar age and condition. David when asked about the role of talent spotters, he described that their mission is to detect players with a greater room to progress in the long-term. It should not just pay attention to one parameter even though the anthropometric measurements are important. The idea is not to find a characteristic in particular, if not something more global. It is needed a special maturity in children with a concrete age in order to tolerate situations under stress in high competitive environments, how is their familiar situation, etc. David shared with us that when identifying a new talent, there is a continuous exchange of opinions between the sports manager of the senior team, the sports manager of the farm team and several coaches from all the different team inside the club. He considered vital this opinion sharing method before taking any decision. It is recommendable to look at the smallest detail of each player that can be important inside or outside of the field in a near future. The main purpose of the farm teams Valladolid Basketball is to form players but always respecting the diverse maturity rhythms with the objective to get to the first team. David also mentioned that they do not neglect important aspects such as: studies and social and family surroundings. The main purpose is to guide the player in all this aspects.

For David, the coach of the first team is the maximum responsible of how the team performs and then has also the function to provide it with a philosophy to help the team to have a symbol of identity. Furthermore, the coach can also develop other minor tasks like preparing the team for the next season, collaborating in the farm team structure or surrounding by the best assistants staff. During the development phase, the first thing Valladolid Basketball does is establishing a global plan with diverse aspects, what are their academic obligations, family situation, technical-tactic and physical starting point. From this first evaluation, Basketball Valladolid develops a training plan knowing these aspects and with the help of a tutor in formative aspects. About promotion techniques, David said that it is the own player who indicates its evolution, considering not only performing aspects, but also the personal ones as well as the maturity level previously mentioned. As he said, sometimes the personal and professional environment can influence negatively in the adapta-
tion process as well as selfish attitudes against other teammates. David has seen so many players getting retired at an early age due to not having a good training plan, reasons such as the no assimilation of certain situations, overloading training syndromes and a lack of psychological preparation have a big influence.

David stated that motivation is really important in the sports world, sometimes it serves to equilibrate and elevate a low performance team to the same level as a high performance one, Valladolid and Barcelona for example. David said that it is essential to motivate in an individual way, because it should not be forgotten that we are treating with people, and everyone is different. They use a group motivation first before the games, and an individual one in personal meetings with each of them.

When asked about holding or letting a talent leave, David said that in the Basketball Valladolid they prefer to develop the player in a close environment, because they have had experiences of players leaving soon and then coming back with bad experiences. He is of the opinion of taking caring of the players and only once they are ready and they want, try to get an economic benefit on their sales.

When we were talking about the team concept, David said this quote, “he got to the top of his career and became a stupid arrogant”. Lots of times, sportsmen have a distorted view and they are not aware of their own limitations, they perceive a complete different reality. That is why is so important to let them know that nobody is indispensable but everyone is important in their own roles within the team. David said that they always try to have players that gather the team together.

The captain for David is the leader with a clear orientation to serve the team, the captain has to be the guide, example and a clear help for the coach. To sum up, the captain position is more about responsibilities than privileges. David defines a leader as someone who can influence and guide its teammates and manage situations when the others are in doubt. It is task of the coach to find it, and give it some roles. He clearly mentioned that a talent has not to possess leadership skills. He has had players with both characteristics, but it is not the usual. By the way, he said that someone with a discrete participation at the beginning could become a leader with the time.

David gave us his opinion about how diversity can influence within a team. It can influence positively facilitating their physical development but coaches
should know how to control and manage different issues such as language or adaptation capacity of their players to a different environment. We also had the opportunity to talk about what the sports management section does; he told us that its task is to help the coaching staff when they ask for it.

From David’s point of view, having a previous experience as a player in high level competition is a grade, but there are some topics that should be avoided like, ‘I would do’ or ‘In my time we used to do things differently’. “That could be seen as a useful advantage in order to help players because you know how and what they think, also to gain their respect quickly”.

Finally, David shared with us how he implement different team techniques in school. As a physical educational teacher, there are several exercises where the team concept can be implemented as well as other similar methodologies, having in mind the logical adaptations concerning to the different student’s ages, etc.
5 Analysis and discussion: Extra time

Once in this part of the thesis, the authors will make a link between the theory developed (part number 2 of the same thesis) and the opinion of the experts in the business and sports field, combining and comparing both to get to a final conclusion in the final part of the thesis.

5.1 What is talent?

As it is mentioned in the theory, we showed a lot of impressions of what talent is and how talent is defined from different perspectives. After talking with our experts in the sports area we got very interesting outcomes of how they define talent.

One of the experts said that a talented person is somebody with the capacity to develop an outstanding ability. Another one thinks a talented person has some specific qualities or abilities to perform a certain sport and improve easily. A different opinion is that a talented person needs suitable aptitudes and attitudes. But when we looked them in detail, what we found out is that almost all of them had a very similar opinion.

All our experts knew that an innate skill of a talent is very important (Vinkhuyzen, van der Sluis, Posthuma & Boomsma 2009, p. 388), (Gallardo-Gallardo, Dries & González-Cruz 2013. This is the first requisite a person needs to be successful. This could be seen as a starting point to select talent. But just with the innate skill, a talent would never be successful. There are others abilities that complete these ‘talents’. As Mayte mentioned, there are also physical and psychological abilities needed to get success. Many experts believe that the psychological character is as important as the physical skills.

One expert thinks that the innate part is less than 50%, Lasse said it is even less. He has the opinion of the innate skill of a talent is less important. The innate part of a talent is around 25%, another 25% is motivation and the rest 50% is attitude and training.

Motivation is an important part for a talent to be successful. This is the opinion of all experts we interviewed. A talent needs the ability to motivate oneself. That could be the willingness to be the best or the desire of winning. Some experts think that motivation and special skills are equal in importance. Therefore, it is central to be able to motivate the sportsmen. It should be fun.
when they are practising sports. This motivation has to come from diverse vias and express in different ways trying to get the maximum.

In addition, what a talent needs it is the right attitude. There will always be hard times for them. In those times, sportsmen have to keep a strong attitude in order to research the goals. A teammate playing in your place, an injury or suffering a relapse could be only a few reasons where a good attitude is needed. A strong willingness to keep on fighting is inalienable. Additionally, also patience is required when waiting for chances to play and develop. Lasse mentioned that there are players who do not going to the training session because it rains. These are players with a visible lack of attitude and these players will never be able to develop enough.

One of the most important abilities a talent should have is the ability to fit to a team. An employee has to be a team player, someone who can work with other people together. A talent has to cope with other opinions and views. In our interview with a company we could see that ability ‘teamwork’ is a must in the business society. There is an increasing need of people who can work in a team (Ashby & Miles 2002, p. 68, 174).

But there are even more abilities, the experts mentioned attributes like self-confidence, self-awareness, passion, character/personality, mental strength and the anatomic characteristics. Beside this and with all of them, luck is the last ingredient. Sometimes someone just needs to do the right performance at the right time at the right place.

What we could determine is that the innate skill is less important than we initially expected. There are so many other attributes talents have to entail to be successful. Other attributes like motivation, attitude and strong personality or mental strength are more important. To make it visible we created following graphic:
If we connect our outcomes with the theory, we could recognize that the definitions of our experts to ‘what is a talent’ had more similarities than the declarations we found in the literature (Ashby & Miles 2002, p. 68, 87, 97, 116).

In the theory we found the methods to look at the talent, one concerning to an individual perspective and the other one to a group (Gallardo-Gallardo, Dries & González-Cruz 2013). In sport both methods are used. In finding process, the talent scouts look at the individual skills. The natural innate skill is what one can see first. If they keep observing it over of time, they will realize if he has the ability to learn. After signing them up into the club discipline, there are bigger chances to see how they develop, learn and adapt to the team when there is one. When sports clubs possess teams with high skilled people, the only thing the responsible of the club wants to do is to get the best of them.

Therefore, everybody who is in a team can be seen as a talent. Subsequently, this talent has to fit to the company like Elías mentioned, ‘talent’ means that this person is going to perfectly fit and adapt to everything.
5.2 The process of finding: “The goose that lays the golden eggs”

When talking about finding a suitable person that can cover with guaranties an empty spot in an institution, a new world of possibilities is opened ahead of this long through road. As always, there is a ‘but’. This ‘but’ changes something that it appeared easy at first and makes it a road full of stones. The world out there is plenty of people, some really talented, with something that makes them unique, but are they the right people? How to choose them without making an error? There is no a simple and fast answer. As we have learned after reading scientific books and articles and having quite useful encounters with different experts with diverse backgrounds, there are several ways that could help to find, not only a talent, but also the right one that will fit perfectly in what an institution needs. According to Ashby and Miles (2002), a good strategy to select the right people is starting to know them. Moreover, this fight for talents has increased in the last ten years due to the globalize competitiveness and search for urgent and immediate results as Daniel Suárez said.

First, the person/s in charge of finding others need to possess something else as well, named experience, also a talent, special attitudes, ‘clinical eye’, knowledge, etc; as most of our interviewees mentioned. This talent scout or head-hunter (Ashby & Miles 2002, p. 123) should have experience in the field or area of work; know the history and how the institution works internally. This will reduce a lot of work when finding the right person. It should not be forgotten that the aim of a talent scout is to find someone before anyone else (Suárez 2014). When the recruiter works shoulder by shoulder with the management department and agree what is needed and what is the profile that could fit in perfectly according to vacant positions, culture and way of work, among others, the next steps will be a mere formality because part of the work would have previously done.

When recruiting, the observers have to take a wide view, not just to look at the talent that a person may possess, but also other characteristics take part and are even more important when talking about the ‘whole’, such as technical, physical, psychological aspects leadership skills, attitude, confidence, mentality, teamwork, etc. It will depend on the task or position one or more would be needed in more or less magnitude. Sometimes with a strong a personality and
mentality to confront failure is more than enough, the rest aspects can be trained in further stages, as Juan Carlos told us. The goal should be to gather diverse profiles and complete a compact group.

Some institutions recently decided to look inside themselves, and make test or proofs to their own employees, keep track of their evolution and if someone stands out, go for specific individual trainings, as it was mentioned in the theory part and by some of our interviewees like Álvaro Rodríguez.

Promoting is another way that should not be missed, Inés, Juan Carlos and the representative of the company gave special importance to that in their interviews, instead of going out there for a particular individual, let people know and come to your institution, show them what you are looking through speeches in universities, schools, fairs; open days; using the social media to connect with them, etc. By doing this, institutions will have the chance to get to more possible candidates. By doing an internship, you will have the chance to see how they get on in different situations, and the same in sports, giving them the opportunity to know the club and train and play few games will allow the company to see if they are good or not.

Finally, collaboration with other institutions such as universities, diverse campuses or others could be seen a useful tool to get in touch with possible and future ‘workers’. P & G, Research in Motion, Siemens AG and more uses this system (Ashby & Miles 2002) and it could be also applied to the sports field, if there is no need of urgent and immediate results.

5.3 Developing phase: faster, better, stronger

Now we would probably be considering the most important phase as it has been mentioned in the section before, if the process of finding has not been done with a previous study of all possible factors outside and inside the institution that could affect when recruiting, this stage will take a bit longer.

It is said that the best way to learn is by making mistakes (Ashby & Miles 2002, p.80, 81), once someone makes one, he/she will not make it again. This cannot be applied to all spheres within an institution, because not all the tasks have the repercussion if a mistake is made, it is not the same if a director of an international company makes a mistake when making an agreement and this means loosing thousands of millions in a joint venture with another international firm, or in the sports scenario, missing the decisive penalty that deprive your team of playing the World Cup Final, for example. In the process

Andreas Martin Manke, Íñigo Pascual Aguirre
of growing and developing, the fact of getting a task that requires a high level of responsibility can make this person grows and develops some skills faster than others just for the reason of the status of the task itself as Jeff Pfeffer stated (Ashby & Miles 2002, p. 96), of course not everyone is trained to accomplish certain tasks.

The sentence ‘put the right people in the right place’ seems easy but it is not, and here it is when the figure of the coach/manager shows up, and we will discuss it later in the section about leadership.

A perfect training plan seems crucial in the development stage of employees and sportsmen, as all of our interviewees emphasized. If it is done carefully and the people in charge of its design are well qualified, the developing process will take less time. In the training plan is where institution’s goals, rules and routines are established. Coaches/managers have to be in perfect accordance with their pupils, that is why it the utmost importance get the opportunity to know them in a personal way, the more they know someone, the merrier they can help them grow (Representative of the company and many other interviewees). Farm teams or youth company sections are the best place to create these links, see how they work, improve, what motivates them. Every single factor counts, atmosphere, colleagues, place, language, personal life, etc.

There is no secret to get the most of someone, just let them enjoy their job, and when someone is having fun the rest will come along, and this is what Mayte Martínez among others said. The role of the coach/manager is given them space, let them to get confidence and believe what they are doing. Great doses of patience and a bit of luck are also required as Álvaro and Juan Carlos shared during their time with us. During the training, it is vital to keep track of the evolution, provide tips, positive feedbacks as many companies and clubs mentioned that can help their self-esteem and most important do not take shortcuts, every process has its steps and all of them are important. As it can be understood, communication is a pillar in the developing process; vertical communication between coach/manager and assistants, them and employees/sportsmen and horizontal among employees/sportsmen, coaching/management staff and all the different levels within an institution.

Motivation has to be one key element in order to keep the spirit up, the psychological and emotional side sometimes require the same time and importance as the physical and technical ones. Motivation is not the same for everyone as well as a physical training has to be adapted to the individual
characteristics, also it can come from different people and places like super-
or in the work place or school, bosses and teachers and the company showed
us when holding the interview. Everyone has ups and downs, employees and
sportsmen, and it is a must to try to avoid burn out cases due to stress from
outside (results, fans, press) or inside (bosses, pressure on someone’s own
back) and a not well-developed training process that could derive in physical
injures or psychological illnesses.

The sense of team has to be created in order to accomplish the common goals,
where everyone has the same sense of belonging to the institution and shares
its culture. Everybody should have the feeling of importance but nobody is
indispensable, using Mayte’s illustration, everyone is piece of a puzzle and all
the pieces have to fit in to form the final puzzle (team). Equality, no-one is bet-
ter than others. Talking about team is to talk generally about reaching an aim
faster and better than an individual does, it also gives a sense of strength. As
Lasse illustrated: “you can break one stick, but if you put many sticks togeth-
er, it is harder to break them”. An advantage that can emerge when people are
in teams is the possibility of sharing knowledge, experiences, learning one
from each other. It is more than advisable to mix experience and seniority
from older people with freshness and ambition from young people, people with
different backgrounds from other cultures. This will enrich everyone in some
way or another.

As we have said here, the figure of the coach/manager is the utmost im-
portance here, if they are not well academically prepared and do not organize a
good training plan, even the most talented person would fail.

5.4 Keep it: stay on the winning team

We asked to the experts about how to hold talents and the possible reasons for
players to leave the club, some answers were quite interesting. Therefore, we
would like to start with quoting Ali:

“There was never a matter of money”.

Ali affirmed that he never changed the club he played because of the money.
During his career he often had the possibility to move to another club and
earn more money, but he never did it. In the theoretical part, we mentioned
that there are some people who just want to earn money, but our interviews
confirm with the theory that to earn a lot of money is just a small reason for people to leave as well as a small reason to stay in a company or sports club (Ashby & Miles 2002, pp. 75–76).

The reasons why players stay in a club could be the same why they leave. We found other important aspects that could affect to this decision.

Many sportsmen want to be successful in their sport. Therefore, they just want to win everything and the verb ‘to loose’ is not in their vocabulary. Some of our experts always wanted to win and said that this often was one of the reasons why they left or stayed. It is funnier when someone is a winning team.

In the theory, it is also mentioned that people want to be in a winning team (Ashby & Miles 2002, p. 30).

Likewise a team is a reason to stay. If you have a good team and make friends there, sportsmen could have another reason more to stay. In addition, a good working team can lead to success. Both combined could be a stronger reason for a talent to continue playing for this team and get the chance to get better with them. A talent can learn from other teammates and it will help its own development. If we compare these outcomes with the theoretical part of this thesis it can be seen that this fact is totally identical to the experience of the experts. In business life the employee also can profit and develop when working in a team (Ashby & Miles 2002, p. 174). A good working team is also the task of the coach and manager of the club. They are responsible for the team spirit.

Moreover, the talents want to develop themselves. They will play for a club who can give them the possibility to develop. If a talent has the feeling that its development process will not progress, then he will leave. So what they need is a future projection. In addition, the club has to show them the possibility to play some day in the first team of the club. This is a problem of FC Bayern München. A lot of youngsters leave this club because they do not see any chance to play in the professional team some day (Demireli 2012). On the contrary, Kalmar FF shows every talent that it is possible for them to play in the first team. With the ‘Talent Group’ they have a good strategy to make it visible for the young players that the club tries everything to promote them to the 1st team. Additionally, Kalmar FF also shows the talent the perspective after the career as a player. They give them the possibilities to work for the club in another position in the management area or as a coach. In this perspective we made an example of Aron Hunt of Werder Bremen who will leave the club, be-
cause he sees more opportunities in another club. He/she will stay on a company if the possibility of developing is real. That is also what we could see in the theory chapter in our thesis (Ashby & Miles 2002, p. 122, 123, 159).

Another strategy to hold talents is to build up a good relationship with the players and gain their trust. Lasse observed that they had success with building up a strong relationship with the players. They were getting more involved in the club and many wanted to stay. But there is also an example of a player they could not hold despite of all the trust and the good relationship they shared. Lasse also mentioned that sometimes is very difficult for a small club to hold a talent. Firms in the business world also use this technique of holding talents. Some companies try to build up a relationship with a student during their projects together, for example (Ashby & Miles 2002, p. 93, 117, 118, 121, 162, 190).

Another important point in order to hold a talent is the shape of the whole club environment and culture. A club should be a place where talents like to stay. It is something what leaders have to create. They have to show the players the common vision and goals, so everybody goes in the same direction. However, the environment in the club is influenced by a lot of outsider circumstances. It is very comfortable for the talent if friends or family are nearby. People who are loved by the player could be a reason for stay. As it was also mentioned in the theory, people want to be on a place they can be happy. With family and friends around the sportsman, it is very likely that the player would be happy (Ashby & Miles 2002, p. 98, 126). A part of a beautiful environment could also be the surroundings and resources of the club. Do they go by bus to the games away or they take a plane? Do the players have to care about their equipment or other people care about that? The more a club cares about their talents, the more is it likely the players want to stay. An additional reason could be the atmosphere in the place they have to play. Do they play in front of few people or is the stadium full of supporters? As it can be appreciated, there are many reasons why young talents could stay or want to leave. There is just one reason that makes difficult to hold a talent and it is when the talent wants to live new experiences or just try something new. Here there are two options, try to get as much money as possible in the sale or leave the door open if he would like to come back in the future.

We held one interview with a company to find out what is the ‘status quo’ of companies today. The company we interviewed also takes care of the working
environment of its employees. They show the talent the possibility to combine life with work and family. They offer flexible work time, home-office and nurses for their children. In addition, they have some sports activities to let them know each other and do some sports outside the office. The company made a promise that they stay they will have the opportunity to develop their competences.

Lastly, if a company wants to hold their talents, they have to offer the talent a place where he feels comfortable. Therefore, companies should show their talents that this company is an attractive place to work and there is a great possibility to develop (Ashby & Miles 2002, p. 30, 184).

5.5 Leadership

The study of talent management could not be understood without talking about leadership and leaders. For this reason, there is a section especially dedicated to leadership and its connection with talent management. Also during the encounters we faced with the experts, the concepts of leadership, leader and leading could not be skipped.

First of all, the difference between what a leader and a manager are needs to be clarified because sometimes these two concepts are confused. As it is stated in the theoretical part and defined by Bennis & Nanus, “Managers are people who do things right and leaders are people who do the right things” (2003, p.20). This statement helps to see and understand the difference without going into details. The leader leads the employees and shows them his/her vision. Every team member is important for the success. A manager is someone who organise something and he/she has subordinates. To be a manager doesn’t mean to be a leader.

Second, what does a leader make different from other people? Most of all our experts expressed their own definitions about what a leader is and represents. Many shared attributes and characteristics when defining it such as respect, charisma, strong personality, exquisite human behaviour, influence, guide, etc. So many definitions and all valid but the one that summarizes it is: someone who is able to bring out the best of others, makes others better. The starting point could be synthetized as Philippe Daudi stated: “The art of leading others comes through the art of leading oneself”. Once someone is able to control himself, a sense of authenticity is created for other people named followers (Benis & Nanus 2003, p. 18 – 24).
Institutions need leaders, people able to guide others and reach a common and shared goal. In the sports illustration this thesis is presenting, the figure of the leader arises in different forms, many of our experts wanted to clarify and make clear the distinction between someone who possess a talent and someone who is a leader; 95% of them said that a talent is not a leader but maybe he could become one in the future. They see leadership skills in other representatives within the club, like the captain or coach. The captain is the representative, a model and an example for his teammates in the pitch, has to have empathy, has a responsibility, and is in constant collaboration with the coach. All our experts also highlighted the coach as a potential leader, the one responsible to put the right player in the right place and moment, the same it has to be done within a company. This will mark everything, the difference between a poor or good performance in the game or in a business task. In this case the coach makes an understandable picture for the players to follow, in everyone’s mind as Lasse said. The coach is also the one who is in charge of organising the training sessions, motivating and forming players, treating conflicts, building a team, dealing with press, supporters, etc. In both cases, their personality is essential in order to deal with every situation inside and outside the institution. Leaders are those who have to right decision for the best of the whole, even if it is hard. To be successful in all the different tasks, they are required to have good communication and listening skills in order to send through the message. Juan Carlos also added that when talking about sports and it could also be applied to business, different leaders could emerge in certain situations and mobilize others, for example in rugby, a single player in the defence can take this role if the situation is required. Finally, some people are born to be leaders, others just appear when a certain situation is needed and other people are not but they could become ones, as Mayte Martinez said: “leaders are born but also made”; which drives us to the discussion if leaders are born or made and if leadership can be taught, but this is a matter for another occasion.
5.6 Sport Clubs and Business Companies: What is the difference?

There are some crucial differences between business companies and sports clubs. We would like to show some that could be extracted from the interviews with the experts and related to talent management.

We think that the TM section of a professional sports club is closer to the talent process itself than it is in a business company. Both, the company and the sports club really want and need talents, because the talent is the future asset. But the difference is how a company and a sports club see a talent. From the perspective of a company, a talent is a skilled person who possesses knowledge and experiences. With this knowledge they can create more knowledge and share it with other teammates. This knowledge is what a company sells in the end (Lahti and Beyerlein 2000, p. 67) as well as the products they manufacture and offer. A company sells either a product or its knowledge and sometimes both. On the other hand, sports clubs do not see the talent like just mere knowledge. The talent is the product of a sport club. They hire, develop and try to hold it to get more success in the future or they sell it to make money. Sports clubs can win the talent’s investment when performing or economically with its sale. Therefore, a talent was and is more important for a sports clubs than for companies, it is the sports clubs’ business and then they can mainly concentrate on the talent and its strategy of finding, developing and keeping it. This makes TM into professional sports clubs more advanced in some aspects than the TM is in business companies.

Furthermore, the sports clubs started earlier in building up international networks. The trend of the globalization began earlier in football clubs than in the business world. In the German Bundesliga the clubs started to buy players from other leagues and nations and also sell them. For example Lothar Matthäus left FC Bayern München to Inter Mailand 1988 for approximately 3,6 Million € (changed in the currency used today) and VfB Stuttgart bought Carlos Dunga from Pescara Calcio a Brazilian team 1993. In that time most of the business companies had not so much international connections if any. Thus it seems that the whole TM infrastructure of a sport club grown more in the past. But also companies with a multinational structure could have a better TM infrastructure.

Moreover, it could be seen that sports clubs cooperate more with the talents. We saw that in the interview with Ali. Contact persons from other clubs asked
him about his teammates whether they could fit in another team, so they were using a talent to help them to find others. In general it seems the sport clubs are more open with their TM systems.

Finally, we think our experts in sports gave us a great insight of the TM in sport clubs. Therefore we were able to behold the TM in the theory, in sport clubs and in companies. We saw the equalities in TM, the differences and what it could be done better.
6 Conclusion: The victory is ours

Last stop in what has been a long journey for the authors. In this part is presented the final outcomes the authors extracted as well as possible suggestions for future researches.

6.1 Outcomes

During the whole talent management research and the interviews with experts in the sports and business world we have conducted either face-to-face or by other means, we confirm that with all this information on our backs we are a bit more ‘wises’ in the topic and ready to provide some possible outcomes. Lots of methods and procedures of sports clubs and companies are equal concerning to the talent management topic. It is demonstrated that they share a great deal lot of similarities in how to find, develop and hold talents. Thus, we would like to illustrate some results from our research that we consider important and could be developed in the future.

First, we found out that the innate skills of a talent are less important than we expected. Thanks to our interviews with the sports experts. Almost everybody told us that the innate skills of a talent are the starting point, but they are just a little part of the attributes a talent must entail. Character attributes like motivation, attitude, self-confidence and able to play in a team is more important than the innate skills. One coach said that he saw a lot of high-skilled talents in his life, but they did not possess the rest of the attributes and they did never get success. Therefore, if a responsible of a company wants to hire and select a talent, it is more useful to look at the character attributes of a talent than the qualification grades. It is better to find a team member who is able to work with the team than to hire specialists who just can work for their owns.

Second, we realized how important is communication to help talented people to develop themselves with continuous communication: leader-talent and vice versa. It is a vertical communication from which both will enrich. This is the praxis what sports clubs use with their talents. There is an everyday communication. They give them pieces of advice of what it can be done better and this is usually for the best. Companies also use communication, but in a longer distance. The company we interviewed told us that they have an annual conversation with its employees and it is done individually. They talked with them
about the strengths and weaknesses of the company and then start working together in a development plan. From our point of view, this can be developed faster and more effectively if the conversations with employees are more often and not only once a year. A monthly meeting could be enough to help talents to improve more.

Third, companies should dedicate more sources to create a ‘psychological’ department if they do not have one yet. It will help the employees in situations of pressure, anxiety, lack of motivation, etc. This is a really common practice in the sports world. The sportsmen have the option to talk with professional psychologists who can help them to overcome these problems. Talents in the business world will also have some situations where they can have a lot of pressure and therefore a ‘mental’ coach could help them. The final purpose is to calm down and help the talent to deal better with difficult and stressful work situations.

Last but not least, leaders are the key. It is more important to develop talents than to find one. A lot of sports clubs spend large amounts of money to find and hire the best talents in the market. It is recommendable to spend the money in good coaches, the leaders. The best coaches should not train only the first teams, they should train players from the youth teams. Business companies also concentrate a lot in selecting the right talents through assessment centers and interviews. Of course, they need to find the right person for a certain position, but companies should spend more money in developing their employees rather than trying to find ‘the one’.

6.2 Suggestion for future research

The talent is the future of every company or sports club. The talents today are may be the leaders of tomorrow. Therefore it is necessary to keep doing a research in this matter. In our research we mentioned what attributes a talent could have and the innate skills are less important than we expected. This point claims for a further and deep research, how big is the part of the innate skill of a talent and how big are the other parts like motivation, attitude and ability to play in a team.

Furthermore, we also mentioned the importance to be a part in a team. The teamwork is very important in a company and the ability to work in a team is a necessity. It could be an object of interest what makes people be part of a team. What are the abilities that someone needs that make him a good team-
mate? Moreover, members with the same character should not compose a team. Therefore, it could be interesting to see how many different people with different personalities are able to work in a team.

Finally, it is interesting how it is possible to get the best performance of a talent. How a talent can be motivated in a way to get its best output. These are some suggestions we consider that a further research could be meaningful.
7 References


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Appendix

Appendix 1: Questionnaire – English

This is the standard questionnaire we used as a guide to conduct our interviews. It needs to be said that depending on the interviewee’s status some questions were added, skipped or just modified.

Interview Questions:

- What is your definition of talent or how you define someone with a talent?
- This “talent search” is getting a strong importance as an element to differentiate, what are the reasons?
- How is it possible to differentiate and know who could be valid or not for a certain team/position?
- How is the responsible of identifying these new “promises”? Do they look at something in particular?
- What is the role and importance of the farm teams nowadays? And coaches and people around?
- What is the role of the coach of the first team or sportsman?
- Once a talent is into the institution discipline, what is next?
- Are there any techniques to develop or get promoted to superior categories?
- Is there any secret to make the most of someone?
- Not always a talent get success in an institution. What could influence?
- How about a good training plan? Is it important?
- How important is motivation? Is there any limit?
- Hold a talent/star or let it go making profit with a sale?
- Is it important to have a culture within the institution?
- What the concept of team? How to deal with possible problems?
- What is the role of the captain in a team or institution?
- What is your definition of leader?
- Does anyone with a talent be a leader? Could it become one?
- Is it good to have diversity in an organization? Source of competitive advantage or disadvantage?
- What is the role of the sports manager/director when managing all the scenarios mentioned above?
- Could it influence in the process of finding, developing, holding, etc; any previous experience as a sportsmen in a high level competition?
- In the academic area, what is the importance given in these topics? (talent, leadership, leader, etc.)