

Creative Talent Management in the 21st Century

Kittipong Pearnpitak

Faculty of Humanities and Social Sciences, Mahidol University, Thailand

E-mail: benzfighttor@gmail.com

Abstract

This research aimed to propose the critical analysis of talent management which helps enable the organizations to successfully mobilize according to the specified goals by using the concept of talent management as the study base of the importance of talent management. And the research aimed to explain and indicate organizational survival and failure stemming from receipt of benefits on talent management. The organizations had to continuously attach the importance to talent management at all levels. Obstacles and challenges of talent management hindered the organizations from moving forward. The analysis of creative talent management explained design of the talent management system by organizational staffs to bring about possibility of efficient talent management. Talent management tendency in the 21st century was to prepare readiness for the unpredictable changes. The conclusion of creative talent management aimed to indicate the organizational survival and failure. The organizations could not predict the future possibility. The organizations could not mobilize in the correct direction. And the organizations could not have talented and good persons.

Keywords: Talent Management, Creative, 21st Century

Introduction

The changes under dynamics of the world society and confrontation with severe crisis which cannot predict the results of the changes under the globalization. The organizations which achieve today's goals may be not able to endure tomorrow's changes. Failure which hinders the organizations from solving these problems may stem from not only external environment but also deterioration of the organizations which do not think of staffs' potential which is an important base of successful mobilization of the organization according to the specified goals. An issue which should be considered is that when the organizations know that staffs are important to the organizations, they should attach the importance to organizational talents by 3%-10%. (Prasongthan, 2015: 145) The organizations are determined to create talent management to prevent the organizations from becoming the victims of directionless changes. Design of the talent management system ranging from the process of recruiting, developing and retaining talents challenges organizational survival and failure. As the organizations efficiently design the talent management system, they are able to easily achieve the specified goals. On the contrary, inefficient design of organizational talent management reflects obstacles to management, bringing about organizational failure. However, organizational alertness, sometimes, may forget the most important thing. The organizations should not forget the issue of joint creative management of organizational talents.

The Concept of Talent Management

Staffs are the most important factor which enables the organizations to achieve the goals. However, awareness of the hidden potentials of staffs is also important because the hidden things of humans are like the driving force which is under the water and is ready to move forward to

achieve the goals every time although there is the saying that dominant persons are far from common persons for one pace only (Siwing, 2016: 6). Dominance which cannot be easily imitated by anybody is to indicate the competence of talents who have preparedness on skill, knowledge, and attitude which bringing about success. Success which continuously occurs by accident brings about dominance. Talents means persons with special capability and more dominant performance than other persons, depending on work characteristics, policy, organizational culture, and organizational strategy (Intharakamphaeng and Pheungphosop, 2013: 15). It is not beneficial to the organizations to ignore few talents. The organizations have to, therefore, find the tool which can create some mechanisms for meeting talents' needs. The tool which is used by most of the organizations is talent management. The meaning of talent management can be explained as follows: Ratsameechote (2011) said that talent management means the process of creating good performance of the organizations and creating organizational advancement to be ready for changes and create competitive advantages. Talent management consists of recruitment and selection of organizational talents, the training of talented and good persons, and motivation and retention of talented and good persons. Kunpheng (2009) said that talent management means the process of planning talent management by recruiting, selecting, developing, retaining, and putting the right talents in the right job.

The meanings of talent management indicate the organizational effort to recruit talents, develop talents by considering not only knowledge and capability but also the missing factors and trying to completely replenish the missing factors, retain talents to work for the organization as long as possible, and put the right man on the right job. However, this does not mean that talents and stars have similar work potential. After thorough consideration, the researcher found that there is difference between talents and stars according to the following table:

Table 1 Difference between talents and stars

Talent	Star
High performance and high potential	High performance
Performing several different duties.	Being good at their own field.
Emphasizing work values by increasing various skills.	Emphasizing work values by increasing expertise.
Motivating by creating recognition and do challenging work.	Motivating by giving remunerations according to performance.

Source: Personnel Department, Human Resources and Organizational Support Section, Krung Thai Bank (2012)

Consideration of difference between talents and stars cannot clearly and immediately indicate difference but can be considered by revising what these persons do for the organizations and predicting the possibility of what the organizations receive. However, difference of these two words emphasizes that the organizations are able to accurately mention talents. It is not beneficial to the organizations in the long term if the organizations allow persons without talented qualifications to be talents in the talent management process. Talent management is, therefore, the excellent tool. Every organization should attach the importance to the potential of this tool which affects organizational success and failure under preparedness for the future changes.

Importance of Talent Management

Talent management is connected with organizational survival and failure. Motivation which is like the underwater wave of changes clearly reflects the issue of attaching the importance to talent management. Due to the changes, attaching the importance to talent management also changes. Perspectives of persons determining organizational fate may not come from cooperation of persons of every party but a certain person who controls organizational implementation. Out-of-date management of the organizations without considering external environment causes inefficiency of human resources management³. After carefully considering, the researcher found that attaching the importance to talent management is consistent with the mechanism for obtaining benefits. This means that suitable application of the talent management tool enables the organizations to eternally create more benefits than the rival organizations.

Talent management can create organizational and individual benefits. The organizational benefits consist of the followings: (1) The organizations can sustainably mobilize missions according to the specified goals because there are talents in the organizations and these talents create more organizational talents. (2) The organizations have their own knowledge and innovation because talents continuously create performance. (3) The organizations have more talents because talents develop the nearby persons in the same field through the collaboration process which brings about learning at the workplace. (4) The organizations pass down good cultures and values through the succession process from the leaders, administrators, and operation level. Individual benefits are as follows: (1) Staffs always receive more opportunities and challenging missions so they have more potential and advancement in the long term. (2) Staffs learn to successfully manage themselves under the support of the organizations, chiefs, mentors, and work team. (3) Staffs are satisfied with their work because they are aware of values and care of the organization and supervisors and clearly know career path. Talent management is a very important factor which brings about successful mobilization of the organizations according to the specified goals. If the organizations have both talented and good staffs, they are able to create more advantages their rivals at all time. If state agencies have both talented and good staffs, these staffs are able to create dominant performance and create more talented colleagues to enable the organizations to quickly and sustainably develop.

Talent Management System

Talent management is the consequence of prediction and awareness of the importance of changes which challenge organizational survival and failure. The organizations which do not attach the importance to talent management may exist but cannot be the more dominant leaders than the rival organizations because talents who work in the organization will be the heart of building a high wall to prevent the rival organizations from climbing the ladder to follow the organizations in time. If the rival organizations do not attach the importance to talents, they fail to achieve success and can no longer be the leaders. Most of the organizations see the importance of the mentioned issue so they try to find ways to design the talent management system to be most suitable for the organizations and be consistent with the future changes. The talent management system can be divided into four main elements as follows: (Jintana, 2014).

³ Tanwimonrat (2014) said that human resources management mean policy and practice related to persons working in the organization by finding persons with suitable qualifications to work for the organization, developing staffs to increase knowledge and capability and have good physical and mental health for working, and making staffs be able to happily live in the society after leaving the organization.

1) Talent recruitment and selection is the important initial process of accepting talents with qualifications, knowledge, skills, and capability suitable for work characteristics and organizational cultures. At present, the organizations compete for talented and good persons outside the organizations by considering new graduates with more knowledge and capability or persons graduating from the famous institutions. Most of these persons take the position of Management Trainee. Selection of organizational talents can be divided into two characteristics as follows: (1) Star staffs are high potential staffs. (2) Successors are staffs who have worked in the organization for a long time and are expected to take the position. However, talent recruitment and selection should attach the importance to the factors reflecting the past, present, and future of talents. The factors of talent management are as follows: (Phimonsaengsuriya, 2012)

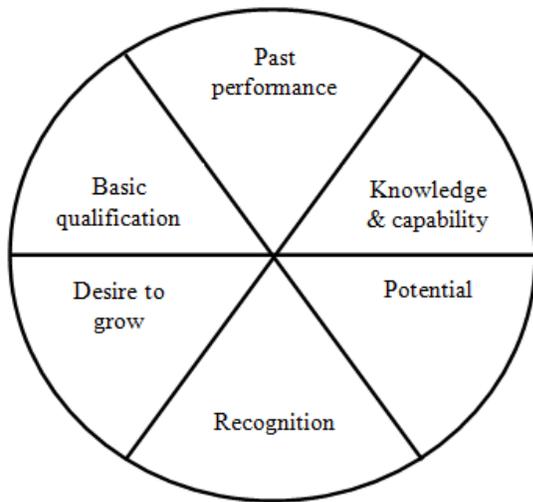


Figure 1 The factors of talent management

The factors of talent management can be divided into two spans as follows: (1) The factors from the past to the present time consist of past performance, knowledge and capability, and basic qualifications reflecting suitability for the position, responsibilities, and determination to work to achieve organizational goals. (2) The factor from the present time to the future consist of desire to grow. If talents who do not want to grow are compelled by the organizations to be in the talent management process, this is not beneficial to the organization in the long term. Recognition is important. If these persons are selected as chiefs in the future but are not recognized by subordinates, their command cannot achieve success. The organizational future may be seen from the period which the talents with the highest potential or capability are promoted. As for promotion in a long period, these talents may be not suitable for the future assignment. However, talents should be talents of the organization not a certain chief, indicating incorrect use of patronage system and failure of the organization which is unable to efficiently recruit and select talents inside and outside the organization.

2) Talent development is the consecutive process after talent recruitment and selection. Most of the organizations which have organizational talents seldom have considerable problems because these talents well understand organizational cultures. The organizations which recruit talents outside the organizations often face the problem that talents cannot understand new cultures of the organizations. It does not mean that talents of the organization A are talented in the

organization B. “Talent development, therefore, mean replenishment of the missing parts”. It means not only the training but also other factors which can be seen from the diagram of talent management factors. For example, if talents lack knowledge and capability, they are able to solve the problems by training. If talents are not recognized, only the training cannot solve these problems. The organizations should use other methods. For examples, the organizations allow talents to be part of the project which is important for organizational mobilization. The organizations assign the challenging work to talents. The organizations allow talents to express the opinions to bring about recognition and motivate talents to move forward.

3) Talents retention. The organizations which are able to retain talents to work in the organizations as long as possible are the organizations which understand talents’ needs and try to unconditionally create organizational commitment for talents. The factors affecting talent retention consist of the followings: (1) Culture and work environments mean communication, work flexibility, commitment between leaders and colleagues, and good organizational image. (2) Remunerations mean more remunerations than the rival organizations, flexible remunerations and welfare, money and non-money remunerations. (3) Learning and development mean skills and capability development, succession plan, work rotation, and company visit program. (4) Chiefs’ roles mean assistance, advice, and creation of motivation. (5) Advancement opportunity and potential use mean assignment of challenging work, career path, allowing staffs to express potential and participate in expression of opinions (Sadaengharn, 2013). Talent retention emphatically indicates organizational growth according to the saying (Collins, 2002).

“the best stimulation of organizational growth is capability to sufficiently recruit and retain quality staffs”.

According to the abovementioned saying, capability to recruit and retain talents stimulates organizational growth but the organizations have to be confident that development of talents does not bring about brain drain. The organizations should solve these problems by creating good understanding between the organizations and talents.

4) Continuous revision of the talent management process is to revise every talent management process with PDCA. The organizations have to continuously plan, implement, examine, and improve the talent management system which consists of organizational talents recruitment, selection, development, and retention. Careful and continuous planning enables the organizations to find real causes of the problems and correctly solve the problems according to organizational context and talents’ needs.

In conclusion, the talent management system cannot focus on a certain process because every process is connected and consistent in the form of pipeline management. Slowly- flowing water cannot bring about organizational success but continuously- flowing water in every process well stimulates the organizations to adjust to the changes and predict what will occur in the future.

Obstacles and Challenges of Talent Management

Every organization tries to manage talents to accept talented and good persons. Some organizations provide theoretical test. Some organizations may consider practice experience. Some organizations may consider the past 10-year performance. However, acceptance of talents cannot prove that these talented and good persons can create performance different from that of the existing staffs. As for talent development, how the organizations know that what skills the existing talented and good persons or new talented and good staffs lack. Replenishment of the existing factors may cause waste of resources and insult capability of these talented and good

staffs. The organizations do not know and cannot predict what will occur in the organizations in the future because they do not understand talents.

Every organization has to understand talents' nature which is connected with organizational talent retention. Most of talents want to independently think, imagine, and want the organizations to see their values. The organizations which ignore talents and do not try to retain talents to work in the organizations as long as possible reflect organizational deterioration and loss of intangible assets. At present, competition for talents by outside organizations impacts on not only the defensive organizations but also the outside organizations which compete for talents. Prediction which cannot clearly stipulate possibility makes defensive action of the organizations important. The organizations are able to be defensive and offensive in the form of employer of choice. Every organization has to find the ways to prevent brain drain and attract outside talents. In practice, it is very difficult and cannot occur in every organization. The organizations cannot avoid facing the obstacles and challenges of talent management. However, the organizations can prevent the obstacles of talent management by understanding talents.

Analysis of Creative Talent Management

Talent management or High Performance and Potential System (HiPPS) was developed by The Office of Public Sector Development Commission in 2003 as the guidelines on development of government officials according to the principles of competence and development of capability and learning by experience by using the mechanism of work rotation, coaching, and training to enable government officials to efficiently work under good governance principles and new public management (Intharakamphaeng and Pheungphosop, 2013).

Design of the talent management system to be consistent with the changes aims to emphasize that state or private agencies have to be aware of the importance of applying the talent management tool. However, design without thinking of background and existence of the organization may impact on incorrect determination of goals and mobilization guidelines of the organizations. The important reason is that the talent management system which consists of talent recruitment, selection, development, and retention is connected with organizational survival and failure. If persons design without thinking of the hidden identity of the organizations, this design cannot make the organizations achieve the goals. As for the successful design of the talent management system, the researcher would like to propose design of the talent management system in the title "creative talent management". The important factors are as follows:

Factor 1: Organizational identity. Every organization has its specific identity which cannot be easily imitated by other organizations. This means that design of the talent management system of the organization A cannot be efficiently used with the organization B. For example, Siam Cement Co., Ltd has organized the project "Drawing Your Career with SCG Career Camp" to motivate the bachelor-degree graduates of Thailand leading institutes to work in the company by stipulating that staffs' characteristics must consist of expertise in English, high agility, and ability to work in every country where SCG operates the business. Difference of organizational identity indicates the importance of designing the talent recruitment system to find the most suitable talents. The organizations have to understand design of talent development and retention system. The organizations which most considerably understand organizational identity are able to most efficiently design the talent management system.

Factor 2: Understanding of talents' nature. Talents have different needs, depending on background and environment in living which brings about experience or expertise in a certain

aspect. Some talents may want to be most considerably recognized. Some talents may want more salary than the old organizations. Some talents may want to be in the same position to happily be the advisor of colleagues. It may be difficult for the organizations to understand difference of these talents. Recognition of talents' nature is very necessary for the organizations to design the talent management system to be consistent with organizational goals and talents' needs. Then, the organizations are able to quickly mobilize in the correct direction.

Factor 3: Joint creative thinking in the organizations stems from combination of power of organizational staffs. The organizations attach the importance to Staffs by allowing staffs to participate in the talent management design process in every step of talent recruitment, selection, development, and retention because staffs are the main tool for organizational mobilization. If the organizations does not allow this tool to be in the talent management design process, organizational mobilization may be not the joint organizational goals but organizational goals only.

Design of creative talent management has to attach the importance to three factors consisting of (1) organizational identity, (2) understanding of talents' nature, and (3) joint creative thinking in the organizations. If the goals of these factors are achieved, organizational mobilization under the unpredictable changes enables the organizations to design organizational existence in the 21st century.

Talent Management Tendency in the 21st Century

In the 21st century, thinking convergence and adjustment of the organizations clearly reflects the issue of attaching the importance to talents. Few talents in the organizations may be required by the nearby organizations. If the organizations have less power and cannot retain organizational talents, they are like the powerless army. Prediction of organizational existence is necessary for determination of talent management guidelines. Dynamics of the world society pressurizes the organizations to move forward. Moving forward this time determines organizational fate in the future. According to these reasons, the organizations try to find ways to most considerably collect and retain talents. Staffs who are talented in one aspect only may be not able to create performance in the correct direction. Talents who are not aware of organizational survival may be not a good solution. What characteristics should talents have?. Peter Drucker said the following (Hongladarom, 2012: 79):

“The organizations want staffs who first focus on integrity and ethics. It is useless if staffs are talented in imagination or innovation without integrity and ethics”.

The abovementioned words of Drucker show that it is useless if talents have imagination and capability to create a lot of innovation without integrity and ethics. Tendency for instilling intellectual capital and ethical capital and design of the talent management system is important to the world in the 21st century because the world revolves in the old direction for 4.5 billion years. At present, humans begin to learn how to live by applying the talent management tool in the organizations and they believe that only talents cannot mobilize the organizations in the correct direction. As for the talent management tendency in the 21st century, the organizations have to consider not only talents but also intellectual and ethics which indicate talents' identity.

Conclusion

Creative talent management in the 21st century is an issue which reflects the importance of designing the talent management system to be consistent with the changes under dynamics of the

world society. Inefficient application of the talent management tool may cause the end and failure of the organization. Three reasons of organizational failure are as follows:

- 1) The organizations cannot predict the future existence.
- 2) The organizations cannot mobilize in the correct direction.
- 3) The organizations cannot have talented and good staffs.

These reasons may be the excuses of the organizations which do not attach the importance to design of the talent management system which stems from joint creation in the organizations. Gary Hamel said that if you want to achieve success, you have to create difference which is difficult to imitate. Difference with specific characteristics reflecting the hidden identity of the organizations will be the framework for correct determination of organizational direction. Creative talent management is the important solution of the organizations in the 21st century. How this fluctuation ends. Only talented and good staffs are able to mobilize the organization to move forward.

References

- Armstrong, S. & Mitchell, B. 2008. **The essential HR handbook: A quick and handy resource for any manager or HR professional**. New Jersey: Career Press.
- Deming, E. 1995. **Out of the Crisis**. Massachusetts: Massachusetts Institute of Technology Center for Advanced Engineering Study.
- Drucker, P. 1954. **The Practice of Management**. New York: Harper & Row.
- Hamel, G. & Prahalad, C. 1994. **Competing for the Future**. Massachusetts: Harvard University Press.
- Hongladarom, J. 2012. **8K's + 5K's Thai People's Human Capital Supports ASEAN Community**. Bangkok: Mister Copy.
- Prasongtun, S. 2015. "Talent Management: Tool to enhance organizational capability." **Srinakharinwirot Business Journal** 6 (2): 145-150.
- Ratsameethammachot, S. 2011. **Talent Management by Competency-Based Career Development and Succession Planning**. Bangkok: Productivity and Investment Climate Study.
- Sadangharn, P. 2013. "Retaining Talented People in Organization." **Burapha University Journal** 33 (3): 33-38.
- Siwing, W. 2016. Harvard University the World Best University. Nonthaburi: Bee Media Group.
- Tanwimolrat, S. 2014. "Human resource management is policy and person practical at work place." **Veridian E-Journal** 7 (3): 845-862.