

ISSN: 2360 - 9753

Bloomfield Academic Society

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**TALENT MANAGEMENT AS A WIDER CONCEPT OF RESOURCE MANAGEMENT**

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**Abstract:** A concept of talent management in organizations derived from the sociology of interpretative and qualitative theory of genius by Thomas Scheff. The theory was applied to organizational life, pointing to the importance of teaching and development of talent in organizations and the formation and maintenance of self-esteem. Examples of successful entrepreneurs are called to support the idea and an example of ING Group to demonstrate talent management structures.

**Key words:** talent, talent management, theory of genius.

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**INTRODUCTION**

The dictionary meaning of the term talent reads as follows: 'a special ability that allows someone to do something well' (Merriam-Webster dictionary), 'natural aptitude or skill' (Oxford dictionary). Generally speaking, talent is special and outstanding ability that one has in specific area.

Usually, it is believed that talent management should be initiated and directed by organizational leaders, because they have the power and greater ability to influence management processes. Today, organizations need first of all employees with entrepreneurial skills (Doktor, 2000, 2005; Sulkowski, 2005; Etmad, 2004; Radkiewicz, Kośmicki, 1995; Schumpeter, 1960; Gruszecki, 2002). Entrepreneurial skills are abilities to create new ideas, new ways of solving new tasks and risk taking in their implementation. Holders of entrepreneurial talent have the greatest ability to create value-added companies. It is generally believed that the development of talents and their detention in organizations is often necessary to make them co-owners of companies or partners. Managers should not be afraid to recruit talented people, who may seem like a difficult task, but nevertheless necessary to generate added value. Entrepreneurial talent management also involves the creation of an appropriate organizational culture in which there is no place for mourning, lamentation, and the attitude of "it cannot be done."

**The theory of genius by T. Scheff**

Thomas Scheff (1990) argues that the origin of outstanding ability and capability (genius) is usually explained by reference to the genetic theory. For instance JS Bach and G. Puccini were descendants of musicians from five generations back. Scheff proposes to add to the thesis of biological inheritance of talent and genius additional statements about social inheritance of our ability. Proposed by Scheff theory takes into account two specific processes of human development: the development of talent, and the development of self - assessment (self - esteem). Both processes are required for the development of a brilliant individual, the development of outstanding talent. Scheff refers to how fast computers perform certain actions, however, are not able to translate natural languages. A computer once translated English words: "The spirit is willing, but the flesh is week" into Russian to get the meaning of "The whiskey is good but the meet is bad." The use of language is a creative process, which the machine is not able to do. The human brain is more complex than any computer. Von Neumann estimated the brain is able to develop 140 million bits

of information per second (Scheff, 1990). Talents are related to entrepreneurial action, so creative and ahead of the actions of others, we can gain a competitive edge over other companies.

High self-esteem is probably the most important element in the talent development. This would explain the success of musicians, Tchaikovsky, Verdi and Wagner, who did not have a teacher who is nearby and the appropriate instructions in childhood and still developed their talents. Self-esteem was shared by many of the great men such as Marcel Proust and Freud, who were surrounded by people in their strengthening their self-esteem. Similarly, in a business and working environment of the great entrepreneurs and managers, many of those who were not in their immediate surroundings of the respective instructors, still turned out to be great and powerful leaders; for example Akio Morita, founder of the Japanese company Sony and H. Ford, the founder of the great carmaker. They succeeded because high self-esteem did not allow them complaining, lamenting and lowering the mood and the emergence of negative emotions.

Morita's father used continuous and intense teaching as a method to invest in his son's talent. He taught his son how to run a business by taking him to meetings and board meetings; often used to repeat that his son is a successor and head of the company, saying Akio must assume responsibility in the future for the company name. Akio Morita learned from his father a subjective treatment of employees, and therefore a particular style of team management. He was therefore prepared from an early age to the role of the owner and manager of the company, in which the identity of the trader is a fundamental identity (Morita, 1990).

Akio Morita emphasizes in his memoirs that certain characteristics of demonstrating the strength of will are passed down from generation to generation:

"My father's uncle Zempei Morita began his business by renting Chinese beer brewer, which profession he learned in England. Uncle also founded a bakery, now called Pasco, which has evolved and today has offices abroad. Perseverance, tenacity and optimism are qualities passed on in my family genes. I think that my father recognized them in me" (Morita, 1990).

This type of statement is a testament of a high self-esteem and self-confidence entrepreneur. It expresses not only the possibility of the construction and development of the company, but also promotes a sense of pride in the successes of the family unit, to which the entity is identified.

Self-confidence can also be seen in another entrepreneur H. Ford. Confidence allows to take risks and to alleviate concerns about the possible failure. Being confident and their views, brilliant entrepreneurs are well prepared for the abolition of any criticism of their innovative actions.

## **MANAGING THE TALENT**

Entrepreneurial talents are extremely important in today's organizations. This is also stressed by practitioners in many companies (Kwiecien, 2004; Maslanka & Skudlik, 2004). The company's success measured by its growth, turnover or profit may be regarded as the founders of the resultant personal characteristics; according to some research, business success depends on: taking work as a passion, openness, perseverance in achieving objectives, management style, trust in relation to the customers and employees, care about the well-being of employees, communication skills and teamwork (Kołodkiewicz, 2004).

In one of the large multinational consulting corporations talent was considered a "natural potential or ability to perform certain operations above the average. Talent cannot be created, but it can be developed, improved, but also destroyed. (Kwiecien, 2004).

It was also found in the corporation that in every employment there are some talents. It was therefore concluded that the talent is any worker employed in the corporation as it was accepted that an employee should do something to stand out. The concept of talent was assigned the following key skills: the ability of strategic thinking, leadership, emotional intelligence, the ability to influence, entrepreneurial, results-orientation, flexibility and adaptation to change, the ability to work in a group, technical skills within a specialty. This organization decided that the term "talent management" should replace the previously used term "human resource management". Within the talent management program few innovations were introduced: a program of horizontal careers, flexible forms of employment and working time, a manager of talent, employees were assigned to tasks and projects that were activated their greatest potential (Kwiecien, 2004).

At the bank, ING also introduced the "Talent Management". The mission, vision and strategy of the company are at the core of the program. The company is committed to entrepreneurship, professionalism and flexibility, customer orientation, self-confidence, focus on results and team orientation (Maslanka & Skudlik, 2004). In ING it was decided that each employee is different as well as every career is different. The company ING is based on common values:

1. Integrity - applies to high ethical standards,
2. Entrepreneurship - dynamic and innovative approach to business of all employees,
3. Professionalism - key in customer service,
4. Focus on the customer - rapid response,
5. Teamwork - refers to the spirit of cooperation.

The company founded a "managerial development program." This program concerned the development of ambitious and talented graduates. Keeping them through specific tasks would lead candidates to high management positions. Program participants had their own projects teams, they agreed goals, managed people, budget and financial resources. Over two years they were given the opportunity to carry out projects with several companies of ING Group. Initiative in finding new solutions to problems, flexibility and mobility were expected from candidates. The company identified talents. ING Talent is: "Every employee of ING, who under appropriate conditions (including training, coaching), showing the ambition and ability to develop and:

- Who consistently achieves excellent results,
- Whose competence profile is consistent with the profile of a leader ING
- Who brings significant value to the business of ING,
- Who has strong communication skills, is flexible and shows initiative,
- Who is a model for others,
- Who has significant experience and expertise in the area of business in which operates."

The talent management consists of three basic steps:

1. Finding and matching people with open positions.

2. Identification of talent - is based on the indications of superiors, employees' responses and appropriate talent manager. Managers evaluate and select their talents. When the profile assessment agrees with the desired, a person shall receive the individual development plan. There, the candidate evaluates self, describes own ambitions and expectations of development. The candidate also defines self for key areas of competence. On this basis, after consultation with the talent manager and supervisor, the candidate writes own development plan.

3. Development of talent - is realized through coaching, training, expanding responsibilities and tasks, change of attitude.

Taking into account the theory of T. Scheff and using knowledge of human resource management, the following tips for the development of talent in business organizations are proposed:

- A great talent requires adequate instruction based on spontaneous behaviour.

- Companies should accept and reward talented employees' spontaneous actions, which are not always in line with existing regulations and procedures or stereotypes. Employees should not worry about the new, spontaneous ideas.

- Develop an appropriate system of feedback talented employees receive from supervisors or mentors. This can be achieved through appropriate systems of permanent training and coaching, assessments, career planning which positively enhances the employees in their spontaneous ideas and based on the intuition of new solutions. Instructors should be set in the particular field (masters in their field) that can be called talent managers.

- A suitable organizational culture that promotes good mood, humour, a certain freedom and creativity, should be maintained. Laughter at work is a good non-verbal indicator of employee satisfaction and informal atmosphere in the workplace.

- Behaviour control and punishment through shaming and inducing embarrassment or shame should be avoided. This may lead to conformist behaviour and / or lamentation, and often aggression combined with a vengeance. Instead, high self-esteem values should be maintained. This can be achieved mainly by means of rewarding employees systems.

## **CONCLUSION**

What is important in the development of talent in today's companies is to create a good atmosphere (organizational climate) and the appropriate organizational structures (and to some extent independent autonomous teams) to explore their intuition is a prerequisite for identifying, developing and retaining talent in the organization. Hunches, intuitions, brilliant flashes of thoughts are possible in the structures allowing the joy of innovation. Complaining and lamenting separates from the joy and job satisfaction. Deeply felt joy accompanying the exercise of certain professional activities shows the talent in the field. In the right conditions, talents can be discovered and may develop. Development of an individual requires a certain area of freedom, not suffocating or repressing with over management and heavy working atmosphere.

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Mr Jeszko completed his Masters in Management and has continued on to a PhD in the same discipline. His interest is in innovative managerial techniques based on behavioural concepts and sociological studies. He has previously published papers on Laissez-faire and consultative management techniques. In his current role as a management consultant, he has an occupational focus on talent identification and management in Baltic countries.