Talenting: Towards a new processual approach to talent management

Paulo Hayashi Jr.

Simon L. Dolan
Talenting: Towards a new processual approach to talent management

Paulo Hayashi Jr.
paulo.hayashi@hotmail.com

Simon L. Dolan
simon.dolan@esade.edu

ESADE Future of Work Chair
ESADE Business School, Ramon Llull University
Barcelona, Spain

February 2013

Abstract

Although the necessity for attracting, retaining, and motivating talent is a very old challenge for all competitive organizations, only in the last decade has the theme been getting increased attention as a field of study. The objective of this paper is to introduce a new concept of “Talenting” in its multifaceted framework composed by 7H’s: Hiring, Health, Happiness, Hygiene, Head, Heart and Hand. Very different from the traditional models of Talent Management, we are arguing that focusing on the process as proposed in our model can make a person a consistent high achiever over time.

Keywords: talenting; talent management; new model of talent; people management

JEL Classification Codes: J24, M54
Introduction

The economic crises in many countries in Europe, such as Greece, Portugal, Spain, Italy and even the recession in the USA, leads to the emergence of many themes as a focus of interest. Interesting enough, in difficult times in terms of shortage of money and-or shrinkage in purchasing power, as well as high rates of unemployment, the issue of “talent” becomes a critical concern. In order to manage these difficulties, organizations need talented managers, talented core employees and innovative ideas that were not as critical in other contexts. Thus, several authors propose that we are entering into the era of the war over talent (Chambers et al., 1998; Fishman, 1998; Michels, Handfield-Jones, & Axelrod, 2001; Beechler & Woodward, 2009; Dolan, 2010). Consequently, the area of Talent Management (hereafter, TM) appears to be one of these hot topics and most likely will continue to attract our attention in the next decade. Lewis & Kackman (2006) conducted an internet search with the phrase “talent management HR” encountered over 2, 700, 00 hits in 2004. One year later they reported more than 8 million hits, and our research today (in 2013) detected more than 10, 200, 000 hits. This is a clear indication that the concept is becoming increasingly popular. Nonetheless, there “isn’t a single consistent or concise definition of talent management,” (Aston & Morton, 2005, p.30). This strange fact can be understood, perhaps, due to the fact that a blend of non-academics (i.e. consultants, and managers) as well as academic scholars are interested in the concept. We argue that the time has come to separate the wheat from the chaff. For instance, a search using Web of Knowledge in November 2012 resulted in only 68 hits for the words “talent management HR” and 1, 392 for “talent management.”

Building on this, Collings & Mellahi (2009, p. 311) argue that “the area of talent management is in its infancy and a significant degree of theoretical advancement is required.” In a similar way, Farndale, Scullion, & Sparrow (2010, p. 162) observed “the concept [of talent management] is still lacking in definition and theoretical development.” Thus, in order to study TM at the academic level, it is necessary to develop new concepts and methodology instead of disputing spaces with ordinary publications.

The objective of this paper is to introduce the concept of “Talenting” as a process oriented angle to study and research the area of TM. One may ask: why introduce a process model rather than the traditional model to deal with TM? In this paper, it is argued that the focus should be on the process for which someone converts into a high achiever and making the difference in the global economy, instead of the content or traits of a gifted person. Traditionally the word, “talent” has been referred in the West as to “those who
have been identified as having the potential to reach high levels of achievement.” (Tansley, 2011, p.266) or as stated in the dictionary: “a special natural ability or aptitude.” (www.dictionary.com). In Japanese, the word talent can be represented through the kanji: 才能 (saino). The first part of the kanji means genius, smart, talent, years old and the age suffix and the second part means ability and accomplishment. As observed by Tansley (2011, p. 268): “The Japanese word does not suggest the notion of innateness. In Japanese culture, the emphasis is on talent as an accomplishment acquired, and is seen as the product of often years of striving to attain perfection.”

People have the potential and and often achieve excellent results or excellent performance the link potential-high performance is not automatic. Many times it is important to believe in the potential of the person and to help him/her to foster and step forward in the direction of high performance. If the person has high potential and high performance probably (s)he will be seen as a professional with a future in the company. However, “when we talk to many organizations, they tell us their high potentials fail to live up to expectations” (The Grapevine, 2011, p.1). So, a tentative conclusion is that potential does not always mean high performance. From the organizational perspective, “an employer really wants to assess not potential but rather performance” (Gladwell, 2002, p.30). Consequently, we are proposing to employ in the future the concept of Talenting, which embeds the following underlying assumptions:

1. Ability of sustainable accomplishment is not static; it is dynamic and variable.
2. Ability of sustainable accomplishment is not predetermined; it is contingent.
3. Ability of sustainable accomplishment is not simple cause-effect; it is configurational - a multivariate configuration process.
4. Ability of sustainable accomplishment depends on the individual’s ability but also on the organizational system.
5. Ability of sustainable accomplishment depends on a culture of trust rather than control in the organization. We argue that a shift in the paradigm is needed. The old paradigm proposed that trust is good but control is better. The new paradigm suggests that control is good but trust is much better (Dolan, 2011). Ability of sustainable accomplishment breeds on the concept of coevolution. Collaboration is a two-way street and in this society of chaotic fast pace change and discovery, there is an increased need to foster a dynamic synergy amongst all stakeholders, for which the talent pool is part of.
Talent pool and the importance of values

Employees differ in their knowledge, abilities and attitudes and therefore cannot and should not be managed the same way. Employees also differ in terms of their needs and aspirations and thus can be motivated or demotivated towards high performance depending on the type of organizational culture and the respective HR policies and practices. The latter has been well articulated by Miles & Snow (1984) in the strategy area or by Lepak & Snell (1999, 2002) in the strategic HR field. In relationship to TM, it is important to introduce the work of Lewin & Heckman (2006) who uncovered three streams of thoughts: the first one seems only to exchange the term “Human Resources” for “Talent Management. - a “New bottle to serve the old HRM wine,” as noted by Inkson (2008, p. 277). The second steam focuses on the talent pool, mainly with regard to the process of attracting talented employees. According to Collings & Melhahi (2009, p. 305): “Studies in this tradition typically build on earlier research on the manpower planning or succession planning literatures.” The challenging task of retaining and developing is not the main focus. By contrast, the third stream focuses on talent in a generic manner and it has two opposing approaches: one that treats the talented professional as a resource or an object that can be modified or substituted when the performance is below the expected level, and the other calls for attending to everyone in the company and all the employees deserve attention and support for keeping the high levels of achievement. The former means a high sophisticated case of “carrot and stick” and the latter, a more humanistic approach (Lewis & Heckman, 2006). More recently, Collings & Melhahi (2009) recognize the emergence of a 4th stream “which emphasizes the identification of key positions which have the potentials to differentially impact the competitive advantage of the firm.”

Other concepts that attempt to address some particular niches of TM include:

- Global Talent Management – GTM “includes all the activities for the purpose of attracting, selecting, developing and retaining the best employees in the most strategic roles on a global scale.” (Vaiman, Scullion, & Collings, 2012, p. 926)

- Talentship – decision science for human capital and investments (Boudreau & Ramstad, 2005).

In this paper, the focus is placed on the talent pool. Nonetheless, it is presented in a different angle. We argue that the fact of only keeping a high quantity of high potential employees is not sufficient for the organization to compete successfully in this time of
crises and turbulence. Focusing solely on a more sophisticated “stick” or a golden “carrot” does not help either. It is important to support and motivate the employees even when they are not in good shape or situations. The challenge for retaining talented people and keeping the high achievement is so important as to find the right person for the right place at the right time. “High performer is likely to leave companies where they feel underdeveloped, undervalued and/ or underpaid” (McKinsey, 2001, p.3). Moreover, to work with a talented person does not mean always an easy job. Often, great talent means lots of trouble. Talented people expect to be treated and managed differently. Thus, it is necessary to develop a distinct organizational culture or subculture related to the management of the talent pool. Some key ingredients in such culture include trust, teamwork and other appropriate synergetic components leading to collaboration and coevolution (Spector & Jones, 2004; Dolan, 2011; Cabello-Medina et al., 2011). As suggested by Barney (1986, p. 656): “Firms with sustained superior….performance typically are characterized by a strong set of core managerial values that define the ways they conduct business. It is these core values (about how to treat employees, customers, suppliers and others), that foster innovativeness and flexibility in firms.” Analyzing some well-studied organizations for their best-practices and success such as Toyota, Whole Foods and Southwest Airlines, shows that a culture based on values that put employees first and, in a sequence, clients and shareholders represents a difficult to imitate process even for well-organized competitors (Pfeffer (2005). The fundamental question related to culture has to do with the evolving values. According to Bilsky & Schwartz (1994, p. 164): “values are commonly characterized as relatively stable individual preferences that reflect socialization.” For Williams (1968), the values are related to the criteria and the standard of preference and or choices. In the managerial literature, values have been often referred to as the organizational culture (Hofstede, 1980; Schein, 1985; Handy, 1995) and only recently, in the 1990’s with the development of the strategic approach of the Resource-Based View (Dierickx & Cool, 1989; Barney, 1991; Conner, 1991; Mahoney & Pandian, 1992, Peteraf, 1993), the relationships between HR-Strategy, Values and Strategy seem to become clearer (Boxall & Purcell, 2000; Lengnick-Hall et al., 2009). Dolan and colleagues (Dolan, Garcia, & Richely, 2006; Dolan et al., 2008; Dolan, 2011) have proposed a model composed by three facets or axis that can be used to analyze an organizational culture and it also facilitates the connection between the values and the strategy. The 3E’s triaxial model is composed of the following value axes: (i) economic-pragmatic values, (ii) ethical and social values, (iii) emotional-developmental values. The first group of values are related to the financial, economic and productivity standards of any commercial business. The second group of values is related to the social aspects of the work environment such as honesty, integrity, respect and loyalty that facilitate a
sustainable relationship and collaboration in a medium and long term. The last group of values “is essential for creating impetus for action. They are values related to intrinsic motivation: optimism, passion, perceived freedom and happiness are a few examples of such values. Deficiency in these values may hinder initiative, innovation as well as organizational commitment.” (Dolan & Altman, 2013).

The proposed model of “Talenting” represents an extension and broadening of the 3Es Tri-axial Model developed by Dolan et al. (2006) and Dolan (2011). We argue, hereafter that it might help to set the roadmap to a new way of studying TM. Figure 1 depicts this model in a schematic manner.

Insert Figure 1 about here

The 7H’s Framework: Stimulating the talent pool

The framework of Talenting is an extension of the tri-axil model with a specific application to the field of talent management. It is composed by a configuration of seven core values, verbs and nouns, and we label it as the 7H’s: Hiring, Health, Happiness, Hygiene, Head, Heart and Hand. All these are important for keeping the talent pool at the high performance zone.

- **Hiring** – a continuous process of hiring talented people is an important phase when working with a talent pool perspective. It is not the main or the exclusive step, but hiring definitively plays an important role in the “war over talent.” The talent shortage doesn’t affect only the transnational companies (Vaiman, Scullion, & Collings, 2012), but also the local companies because of the aging population for which increased talent is retiring and that occurs in many countries (Bohara, 2007). Many surveys point out that the number of workers in who are 35-44 years old – the people entering the executive ranks – will decline significantly in the future both in the U.S. and in Europe. The difficulty to find talented people available in the labor market also enhances the importance of hiring. Due to it, Rawlinson, McFarland & Post (2008, p.3) argue “organizations must also be prepared to act whenever exceptional talent appears.”
• **Health** – great talent means great responsibility. But we are not interested in the superman or super woman that produces daily miracles of producing an incredible output- this is not sustainable, this is not healthy. The pressure for economic results and productivity has produced new phenomenon such as karoshi or death from over-work in Asian countries such as Japan and China (Ke, 2012). Even in countries such as Brazil the situation does not seem better. A recent research made by the Labor Union of Sao Paulo, Osasco and region depicts a sad portrait of the Brazilian bank employees. “Working environment is a constant source of fear, anguish, persecution, ethical deviations, unreasonable disputes among the colleagues and great personal insecurity.” (Bruno, 2011, pp. 21-22). Because of it, 66% of the interviewed believe the working environment that they are exposed can provoke any kind of disease. In the stress management literature, it is well-known that too much pressure does not result in more productivity. On the contrary, according to the inverted-U curve model (Figure 2) too much pressure as well as too little pressure results in poor performance.

The relationship between workplace strain and the job performance is complex, but the studies in the area of stress management (Cohen, 1980; Takeuchi, Wang, & Marinova, 2005; Dolan, 2006) reinforce the inverted U-curve as a way to summarize the concept. However, only adding “Health” is not sufficient to improve the quality of working environment and life, it is necessary to add “Happiness” too as we will note hereafter.

• **Happiness** - it is a kind of “fuel” that energizes, motivates and creates a good climate of collaboration and partnership among the stakeholders. Although the relationship between workplace productivity and happiness seems a bit awkward, more and more people propose that converting the workplace into an environment of playfulness has many advantages in terms of both productivity and performance (Kerns & Ko, 2010; Dolan, 2011). Indeed, if we substitute the word “happiness” for “meaningful jobs and playfulness” it produces satisfaction and the happy worker is indeed becoming a more productive worker. Since the 1930's until now more than 10,000 studies were published about job satisfaction (Wright, 2006). Furthermore, Kerns & Ko (2010) argue that happy employees result in highly satisfied customers and even in highly productive professionals. With the emergence of “dot com” company (or “click company”), the employee seems to encounter another model of
HR in comparison to the traditional “brick company” (Panda, 2001). The “click company” seems to follow the teachings of Confucius: “Find a job you love and you’ll never work a day in your life.” Thus, subjects such as happiness and fun seem to have at least some spaces in this new work environment. The emergence of Google in the first position of Fortune’s 2012 ‘100 Best Companies to Work For’ list confirms the importance of Happiness for the work quality, collaboration and firm performance.

The Health and Happiness are, in our framework, like the “thermostat” that helps control the pressure by keeping people in a good position within the inverted-U curve stress model.

- **Hygiene** – This is an old concept that comes from the work of Herzberg’s model of motivation. It is a necessary conditions, but not sufficient condition to attract and retain talent (Herzberg, 1987). It means making the workplace competitive by embedding rewards commensurate with productivity and, providing training and career plans for people to grow professionally. Otherwise, the talented people would look elsewhere for their development. However, the financial rewards alone are not sufficient to retain talented people, mainly in the “dot com” companies (Panda, 2001). The autonomy, the purposeful work and the mastery are very important to motivate the talented people in the 21st century (Pink, 2009; Ulrich & Ulrich, 2010). Autonomy and the concept of empowerment are quite close. For Wall, Cordery & Clegg (2002, p. 147): “empowerment as management practice represents the antithesis of traditional Tayloristic thinking.” In other words, the non-separation between thinking and action, control and autonomy. A talented person needs space to develop his/her own capacity, responsibility and leadership style. This resembles the classical Douglas McGregor’s Theory Y. With the Y theory, the managers assume that employees like work, seek to develop their skills and to accomplish the organizational goals without external pressure or control (McGregor, 1960; DeVoe & Iyengar, 2004). Because of it, Collings & Mellahi (2009, p.307) noted “those employees who are likely to compose the talent pool are high achievers and may easily become disillusioned if they are appointed roles with limited scope for the applications of their skills or development of their talent.” Moreover, employee dissatisfaction may have consequences on the unethical behaviors such as theft, disengaging and quitting (Jones & Kavanagh, 1996; Rosse & Saturay, 2004). Because of that, it is important to involve the talent pool in a meaningful job. An emerging feature of a purposeful work in the XXI century is
related to the necessity of adding value to society such as volunteering programs or even Corporate Social Responsibility (SCR) (Bhattacharya, Sen, & Korschu, 2008). Nowadays, a very popular concept that is emerging is the Triple Bottom Line (TBL). TBL or the sustainable development through the economic, social and environmental dimensions - also known as 3 Ps (Profit, People and Planet) – is a concept that many companies are adopting but only handful of talented professionals have been encouraged to take part in all its dimensions. For Quinn & Baltes (2007), the link between leadership and the TBL is a must and they propose that in the future, the relationship will intensify. Additionally, Vaiman, Scullion & Collings (2012) argue that “cultivating a reputation as a socially responsible company can be an important lever in talent management and retention.” It also helps with the attraction of new professionals who are looking for a meaningful job to make the difference in the world (Ulrich & Ulrich, 2010). The last, but not the least, mastery is the purpose of getting better and better in the pursuit of something that really matters (Pink, 2009). This purpose is connected with the Japanese word, “saino” and also with the question of craftsmanship. Only with hard work and practice, a person can achieve high standards and we can see the mastery in many different areas such as music, sports and even a professor with years of room and teaching. To achieve mastery, the happiness and passion for what the person is doing is fundamental. Even with mastery, learning is a continuous process, but with a happy and healthy environment the process seems to be more attractive and sustainable over time.

The four H’s discussed above are related to the organization and its systems and are important for supporting the talent pool. The next three H’s are related to the individual and his/her capacity to commit to the organization. If the organization can convince the professional about its vision and mission, commitment is enhanced and can be measured using the so called Head, Heart and Hand. The likelihood of enhanced sustainable performance will be almost guaranteed.

- **Head** – the organization needs to create a rational connection with the individual through the formal or instrumental rationality mode (Kalberg, 1980; Villegas, 2000). People need to understand the logic for why do they work. The answer to this simple question is every time consuming and complex (Ulrich & Ulrich, 2010). The rationality for working is not limited to the economic perspective alone. We can develop the “Head” through engagement in the vision of the company. A shared vision leads to higher level of commitment (Dolan et al, 2006; Dolan, 2011). It is a
kind of Messianic work, but only by sharing the vision and the dreams, the work collaboration can be forged (Mahon, 2008). Thus, it is necessary to develop a positive mindset such as pride of being part of the company, and the behavioral attitudes of self-confidence and self-esteem. According to McKinsey (2001, p. 4): “a talent mindset is the deeply held belief that building a strong management talent pool is critical to achieving the aspirations of the company. Leaders with a talent mindset roll up their sleeves and make talent their job.” However, changing mental models is not an easy task (Pfeffer, 2005). The talented person is responsible for his/her job performance, but also helps other people to achieve their goals as well. In a certain way, the “Head” is related to the concept of Bandura’s self-efficacy. “The strength of people’s convictions in their own effectiveness is likely to affect whether they will even try to cope with given situation.” (Bandura, 1977, p. 193). Scholars like Dolan (2011) proposed to accomplish that by a process he calls “Coaching by Values.” Others, such as Seligman et al. (2005) introduced the concept of Positive Psychology that can foster the confidence or reinforce positive qualities of the person. The coaching process in general attempts to liberate the inner potential of the individual mainly through reflexive conversations and guided actions (Dilts, 2004). There are different kind of coaches and techniques, but one common denominator to all is the search for establishing a planned process for change in direction through the coachee development (Dolan, 2011). Moreover, others call for “reflexive structure” or at least some (un)planned moments for reflection. As observed by Boyatzis, McKee & Goleman (2002, p. 9): “When leadership guru, Warren Bennis, interviewed leaders from all walks of life in the early 1990’s, he found that they had a common way of staying in touch with what was important to them. They built into their lives what Bennis called “reflexive structure,” time and space for self-examination, whether a few hours a week, a day or two a month, or a longer period every year.”

- **Heart** – With the heart, it is possible to create an emotional connection between the professional and the organization. When a person is connected emotionally with the organization, the boss, the supervisor or the team, the flows of ideas and even the work in progress seem to occur in an easier way. Besides, it is more comfortable to work and collaborate with people we care about, and/or who cares for us. According to Goleman, Boyatzis & McKee (2001, p. 44): “a cranky and ruthless boss creates a toxic organization filled with negative underachievers who ignore opportunities.” They argue that it the importance to link leadership with emotional intelligence. Even though the technical skills are relevant and will be so
for a long time, the ability to understand the person`s own feelings and situation, the condition for self-control and how displace energy and motivation to understand both, the situation and the other people`s situation is a sine qua non condition for effective leadership (Goleman, 2004). This emotional leadership connects the emotions to the service in a positive way. This link is very important, albeit the fact that it is not entirely new. Probably Adam Smith in his classical book “Theory of Moral Sentiments” was the pioneer in the area. The book was first published in 1759 and it is important to note this book came almost twenty years before Smith`s well-known “An Inquiry into the Nature and Causes of the Wealth of Nations.” For Smith (1999), the quality of sympathy is very important to have a great relationship among people, because it is a “reflective exercise of imaginative projection into the situational position of the agent under consideration.” (Rick, 2007, p. 139). With Smithian sympathy, the leader can achieve a broader consideration of the situation and the feelings, expectations and needs of the involved people. Thus, the collaboration process is easier and the help can be more effective. We can go further and insist on the importance of the leaders` mood as a contagious behaviour. For example, small gestures such as a smile or even a laugh can provoke a great benefit in the work environment (Goleman, Boyatzis, and McKee, 2001). The Smith`s idea was recently re-examined and further developed by the best selling author Riane Eisler. In her book, “The Real Wealth of Nations,” (Eisler, 2008) she argues that the conventional economic measures, policies, and practices fail to give visibility and value to the most essential human work - the work of caring and caregiving. She calls for a radical reformulation of economics, one that supports caring and caregiving at the individual, organizational, societal, and environmental levels; this "caring economics" takes into account the full spectrum of economic activities, from the life-sustaining activities of the household, to the life-enriching activities of caregivers and communities of all types, to the life-supporting processes of nature. A good example of Eisler`s idea is a movement called "World Kindness Movement." The motto of the movement is very simple and inspirational: “kindness generates kindness.” For example, in Brazil, some high schools are getting used to dedicate a week per year to practice this philosophy through the incentives of creating posters and small gifts to exchange among the students. If everyone can make a little kind gesture for the other, the world will be a better place to live and to care about others. Coming back to the issue of talent, Rawlinson, McFarland & Post (2008, p.3) argue that “for many companies, the battle for talent is won or lost in the field of internal leadership development." Full leaders need good vision and
head, the traditional image of the big strategist, but also the heart and the hands to put things at work correctly.

- **Hand**: the capacity to move from the planned action to the achievement of results. The mobilization of resources, people and energy need to bring not only learning by doing and reflexive thoughts, but concrete results in terms of what is expected. The financial metrics are important, but they are not alone (Boudreau & Ramstad, 2005). Due to it, the talent pool is expected to have high capacity to perform and to give feedback for the group in terms of economic, ethical and emotional results. An intriguing or polemic theme can be the question for profit maximization and the concept of Adam Smith’s invisible hand, but in this work we consider the importance of Smith’s first book (i.e. before the “Wealth of Nation”). So the profit maximization is just a myth about Smith for readers who misread his work. Moreover, the leader or the manager needs to “wet” his/her hand (put your money where your moth is) and give the example to the others, namely the ones who are newcomers to the organization. Learning by Doing or Walk the talk, and Leadership through example are the essence of this last “H.”

The **7H’s** embedded in the concept of Talenting, attempt to delineate a holistic view and a multifaceted framework to support the talent pool in maintaining a sustainable high standard of performance. The focus of talenting is more on the group level, as the subculture of the talent pool and the conditions of the firm or its HR department can addressed to helping the respective bright professionals sustain their performance. Yet, going beyond the expectation of talent pool and certainly beyond the traditional school of leadership, we are also proposing the 8th “H”, **Hope**.

### Hope and coevolution of the system

How can leadership in a company develop a culture of continuous hope for its talented employees? Dolan and Altman (2013) argue that this type of hope should be the task of the inspirational leaders. The latter know how to embed the famous three “Spires” of great leadership and bring it to the work place: Aspire, Perspire and Inspire (Kaushik, 2006). Aspire is related to influencing other people. Perspire is related to work hard and sufficient to accomplish the results and also to give an example. And the last one, the inspiration, is a kind of spiritual connection between the person with the cosmos, the superior force and intelligence that can support man in his journey. Yet, For Aristotle “Hope is a waking
dream” and we certainly need it in order to evolve and develop personally and organizationally. Although the focus of Talenting is in the talent pool, the larger objective is to help and disseminate talent across the organization. Thus, this is the basis for our concept of coevolution. The term, coevolution, is used to describe “cases where two (or more) species reciprocally affect each other’s evolution,” (Evolution 101, 2012), mainly in a positive way or in a “win-win” situation where all the parts involved in the process gain. Thus, Talenting is a way to achieve the development of the entire organization through a strong and powerful subculture that can generate progressive improvements in a continuous and intermittent changes. Collaboration, synergy and mutual learning are some results expected when implementing the Talenting process because the means is the talent pool, but the end is the organization. As noted by Gladwell (2002, p. 33): “Wal-Mart is an organization, not an all-star team.” The concept of coevolution is dynamic and thus the eternal question should be repeatedly asked: is the talent coevolves to fulfill all stakeholders expectations? Rawlinson, McFarland, & Post, 2008 assert that a process similar to coevolution can bring superior performance even to ordinary people With Talenting and the facet of coevolution, we can create virtuous circles leading to circle of success rather than circle of failure. For example,, Albeit problems in establishing a cause-effect, Schlesinger & Heskett (1991) studying several organizations claim that the continuous deterioration of the service quality was the result of low payment, high customer turnover, employee boredom,, and other factors related to non-evolution. They concluded that the pursuit of only short-term profits or short term performance was a source of trap into the failure circle. Boudreau & Ramstad (2005) among others, insist on applying a broader spectrum of organizational goals if we wish to enter into the sustainable success cycle, and insisting on mere financial results is not sufficient. Examples of broader goals can include the search for the sustainability of poor countries by sharing agricultural technology with them as to reduce the lack of food and human suffering, Another example is going beyong employees’ job satisfaction and looking at his/her family satisfaction or the Job-Family interaction. An organization needs to balance the persecution of financial and non-financial goals and in order to be successful in a Talent Management Program means to carve a virtuous circle and the coevolution of the system over time (Figure 3).
The process of coevolution and the virtuous circle represent a struggle for Talenting over time. This is important, hence the question of Talenting is not an isolated act. On the contrary, it requires time and patience, investments and discipline. It is clearer to see these necessities in the sport or in the art industries, or the case of a father helping his son to develop some abilities or a professor with his/her students. Results do not come overnight. Blumberg and Pringle (1982) corroborate the argument with a function that sums up the formula of sustainable performance that can serve as a framework to the HR people:

\[
\text{Performance} = f(\text{opportunity} \times \text{capacity} \times \text{willingness})
\]

In our proposed framework, the dimensions of capacity and willingness are relatively covered. However, the opportunity is an environmental dimension. Because of it, our framework (Figure 1) comes with the context to represent the opportunity dimension. This way, even though the 7H’s can be aligned with the talent pool the results depend on the context and the market situation. This implies accepting that people are sometimes not productive because of the context. The idea is that even a gifted person can sometimes score poorly because of the context. Should talented person be under treated or even be punished for not maintaining peak performance? We argue that the answer to this question is negative.

**Conclusion**

The focus of Talenting is to help the organization and the respective HR department to offer conditions to the professionals enabling them to sustain their performance over time. Keeping a high level of high potential employees is not sufficient for the organization to compete with in this turbulent and chaotic time. We argue that it is imperative to support and to motivate the employees even when they are not producing at peak performance. This is the essence of mentoring and coaching (Dolan, 2011). Situations such as stress outside work, problems with families or friends who died or become seriously ill, may spillover and effect temporarily performance (Staines, 1980; Dolan, 2006). The challenge for retaining talented people and keeping high achievement is so important that it is worthwhile to offer coaching or employee assistant programs to this individuals in order to reach excellent performance rather than simply getting rid of them (Dolan, 2011). The process of being talented, in a sense, is much more humanistic than a simple metric of adjusting goals and rewards. Talenting is related to the achievement of high standards.
over time as denoted by the Japanese kanji, “saino.” The 7H’s of Talenting (hiring, health, happiness, hygiene, head, heart and hand) attempts to integrate some variables in a multifaceted framework that influence the talent pool and the performance. Beyond the 7H’s there is the concept of coevolution and an aspiration for the 8th “H,” Hope. With hope and the coevolution of the system, Talenting does not stay restricted to a small part of the organization or a limited period of time. The dissemination of talents throughout the organization and the mindset of excellence and high achievement are essential for the 21st century competition. However, more than looking at financial profits, the results should be balanced in different perspectives reflecting the core values of the organization (Dolan, 2011). Not only a more humanistic organization is required by adopting the Talenting, but perhaps a complete new paradigm of management is needed; we can start to see the human being instead of the human resource (Inkson, 2008; Dolan and Raich, 2013).
Reference


Figure 1 – Talenting or the 7H’s
Figure 2 – The Inverted-U relationship between pressure and performance

Source: adapted from Dolan (2006, p. 95)
Figure 3 – The coevolution of the organization through a virtuous circle over time