

PART 3



TALENT MANAGEMENT MEANINGS FOR HOSPITALITY AND TOURISM COMPANIES

11

The Inclusive or Exclusive Concept in Practical Talent Management

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Learning objectives

This chapter considers the philosophical approach that an organisation can adopt to the implementation of talent management. The learning objectives of this chapter are as follows:

- To explore the meaning of the exclusive and inclusive approach to talent management and the underlying philosophies of each approach.
- To consider the links to other important concepts such as equality, trust, value and corporate social responsibility.
- To consider how organisations from the sector have implemented talent management and discuss the links to the academic theory and consider the influence of different types of organisation.
- To evaluate the likely outcomes from different approaches to talent management implementation.
- To evaluate some real life examples from the sector in relation to the above .

Introduction

We saw in Chapter 1 that an organisation can broadly use two different approaches to talent management. The first one is the exclusive approach where talent is bought in and exploited or certain in-house staff are selected for promotion/development. The second approach is the inclusive approach where the organisation tries to develop all staff within the organisation in an equal way or to an equal level. The adoption process depends on the type of organisation, the

culture of the organisation and its position in the market place. Other factors such as the availability of labour, and social norms such as where women are denied the chance for certain opportunities or roles will also have an influence.

In the first chapter we saw that Gallardo-Gallardo *et al.*, (2013) suggest that there has been ongoing confusion about the meaning of ‘talent’ in the work place and that a suitable framework should be adopted to encapsulate the underlying concepts that are involved. This includes grouping theories into two broad areas. The first of these is the theoretical approach to talent as ‘object’. This is where talent is considered as a natural ability: talent as master, talent as commitment and talent as some people. The second approach is to conceptualise talent as ‘subject’, i.e., people possessing special skills or abilities. They summarise these two approaches in a framework for the conceptualisation of talent. In this chapter we are considering the second – ‘subject’ – approach, and the two general principles that come under this heading of ‘exclusivity’ and ‘inclusivity’.

We will start by thinking about the two approaches from a philosophical approach, then consider the underlying issues, and finally think about how organisations implement talent management in practice and the results that this brings them.

Talent management philosophy

One of the most common definitions of talent management was developed by Collings and Mellahi (2009) as follows:

Talent management are the activities and processes that involve systematic identification of key positions that differentially contribute to the organisation’s competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents, and to ensure their continued commitment to the organization.
(Colling and Mellahi, 2009 p.304).

This definition suggests that the organization has certain job roles that are mission critical to success of the organization, and other roles that are less strategic and therefore of less importance. If we accept this definition, then the process will be implemented by a combination of outside recruitment, and the development of existing staff to nurture them into senior management roles using a variety of techniques. The emphasis here is on analysis of critical job roles and the selection and development of the appropriate staff to carry out these roles. It is also about keeping the talent pool happy on an individual basis so that they stay in role and keep developing their skill set.

In the first chapter we considered the two types of approach to talent management that involve the consideration of people in the process. We can see that the exclusive approach involves the creation of a talent pool as detailed in the

definition above. Most of the elevated management development programmes are organised with this in mind. The inclusive approach involves the organization investing in all staff, and identifying and nurturing their skills and qualities in an appropriate cultural setting. We can see that on the face of it, this appears to be a much fairer system but is likely to cost more money to implement or will restrict spending on the mission critical staff, if they exist because the development budget will be more equally shared. It is less likely to happen in high turnover sectors and maybe a lack of it causes high turnover perhaps?

According to Sparrow and Makram (2015), the people philosophy incorporates two components: first the **individual talent** or **inter-personal approach** that stresses that the individual should do their best. This type of approach is best suited to a competitive culture where leadership is critical and employees are categorized into A, B and C players underpinned by a system where successful individuals are lavishly rewarded, and underperforming individuals are dispensed with. Second, the **collective** or **intra-personal approach** derives from the giftedness or excellence literature and involves individual coaching and mentoring. This approach is more egalitarian, although it is to be expected that high level performances cannot be expected from all staff (Sears, 2003). It is unlikely that an upscale service sector SME could afford this approach.

There has been discussion about the fact that the current talent management literature tends to focus on large multinational and private institutions and often does not apply in small or public sector organisations. Since the majority of organisations in the hospitality and tourism sector are small to medium sized enterprises (SMEs) then this could be a flaw in the work to date (Thunnissen *et al.*, 2013). Their analysis draws on work by other authors and suggests that there are three key limitations to the talent literature and also suggests different approaches to overcome these issues. These can be summarised as follows:

- 1 The focus is on a narrow set of HR practices. Possible solution – focus on people and their work and employment and work relationship (Boxall and Macky, 2009).
- 2 Unitarist approach: organization presented as a unified actor. Possible solution – consider the influence and well-being of actors at multiple levels. (Bourdieu, 1988).
- 3 The managerialist view predominates. Possible solution – consider the multi-faceted value creation of talent management (Kalleberg, 2009; Suchmann, 1995).

This seems to be predicated on the idea of people all wanting to do their best, progress, develop, and reach their full potential. This is probably not true of all staff, as some see work as of no value to them except cash and they change jobs regularly by choice. Also is there perhaps a difference between those wanting a career and those wanting a job? For a further discussion about these new approaches to talent management please see Thunnissen *et al.*, (2013). They suggest, towards the end of the paper, that talent management needs to be considered in a wider range