

# AN APPLICATION ON THE BRAND OF TALENT MANAGEMENT PERSPECTIVE

## YETENEK YÖNETİMİ PERSPEKTİFİNDEN BİR MARKA UYGULAMASI

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*Abstract: The stiff competition resulting from globalization has led to the changes in business conditions. The companies that want to adapt these changes and obtain sustainable competitive advantages have felt the necessity to enter a restructuring process. As a result of this restructuring, employee profiles that companies need have changed. In order to increase the success of companies, the issue of finding and retaining talented employee has become critical. In this context, talent management has become an extremely important issue for companies. In this study, the concept of talent management will be discussed within the wide range of business literature. Then, in the research section, in order to design distinctive labelled talent scale, face to face interviews have been conducted with 62 companies.*

*Keywords: Talent, Talent Management, Human Capital*

*Öz: Küreselleşme sonucunda ortaya çıkan sert rekabet koşulları iş yaşamında değişikliklere sebep olmuştur. Bu değişikliklere ayak uydurup sürdürülebilir rekabetçi avantaj sağlamak isteyen işletmeler yeniden yapılanma sürecine girmek zorunda kalmışlardır. Bu yeniden yapılanma sonucunda işletmelerin ihtiyaç duyduğu çalışan profilleri de değişmiştir. Çünkü, işletmenin başarısının artması için yetenekli çalışanları bulmak ve elde tutmak önem kazanmıştır. Bu bağlamda yetenek yönetimi konusu son derece önemli bir duruma gelmiştir. Bu çalışmada yetenek yönetimi kavramından bahsedilecek , ardından araştırma aşamasında 62 firma ile yapılan yüz yüze görüşmeler ile yetenek etiket ölçeği belirlenmeye çalışılacaktır.*

*Anahtar Kelimeler: Yetenek, Yetenek Yönetimi, İnsan Sermayesi*

## 1. INTRODUCTION

Talent management is a subject matter of strategic management. The success or failure of organizations, depend on owned talents and development conditions of them. In organizations, accessing business strategies, directing and taking action, arranging conditions to compete, making the right decisions about investments in financial and human capital depend on owned talents and efficiency of competencies. Accomplishment of business effects, creating and execution of strategies depend on depth and quality of talents in organizations (Collins, 2001: 47). Importance of having right stuff than having right strategies is emphasizing. Furthermore, especially in unstable economic conditions, strong talents and enable positions for implementation are important factors for survival of organizations. Another ruse to attract to your firm is to have a reputation for doing a great job in a specific area (Johnson, 2000:86).

In recent years, two studies about talent management have called attention. Preliminary paths of talent management, jointly owned studies of McKinsey and Company and three authors (Michaels, Handfield-Jones and Axelrod, 2001) had been relapsed in 1997 and 2011, these studies have focused on making a difference and understanding talent management strategies by making talent pool and its segmentations with observations and case studies. Another study Effron and Ort (2001) outline a straight forward, easy-to-use process for designing results-oriented talent management processes and increasing depth and quality of talent: base every process on proven scientific research; eliminate complexity by including only those components that add real value to the process; and build transparency and accountability into every practice. Accordingly to Dries ( 2013), talent management is a phenomenon rather than a theoretical construct, talent can mean different things to different people and considering the immature state of the field it is difficult, at this point in time, to evaluate which meanings of talent are 'more valid' than others.

## 2. DEFINITION OF TALENT MANAGEMENT

Talent, in general, consists of information, capabilities, experiences, intelligences, judgments, attitudes, characters and motivations of people. Michaels, Handfield-Jones and Axelrod (2001: xii) emphasize that talent is total capabilities of person and also it consists of learning and improving capabilities. These capabilities can be defined in terms of contributing to the organization. Capabilities are inner gift that given directly to people and these are different from acquired capabilities and knowledge. Fundamentally, both natural and acquired abilities mix is formed as talent. Talent management encompasses managing the supply, demand and flow of talent through the human capital engine.

Talent management is not only having clear definition this also arising in organizations and used in widely. There many arguments about types, processes and focused on the contents of elements of talent management. Talent management is a strategic and holistic approach to both human resource and business planning and strategic management or a new style to organizational effectiveness. Lewis and Heckman (2006), criticize a variety of definitions that increase confusion such as original findings, conclusions and purposes about talent management. Boudreau and Ramstad (2005), argue that differential investment on especial working groups with the terms of “pivotal talent” have strategic importance for the organization is necessary. High potential identification and development refers to the process by which an organization identifies and develops employee who are potentially able to move into leadership roles sometimes in future. And also this argument underlie the concept of “human capital”. Lawler (2008:5), argue that acquiring the right talent is important as a source of competitive advantage, talent is critical for innovating, changing and high performance, importance of acquiring talents have different experiences and ideas for acceptability to change, ability to learning and executing new processes. We define strategic talent management as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization’s sustainable competitive advantage, the development of a talent pool of high potentials and high-performing incumbents to fill these roles, and the development of differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization (Collings and Mellahi, 2009). Some authors operationalize talent as a select group of employees who demonstrate high levels of potential. Accordingly to Gallardo et al. (2013), based on our in-depth historical review of the literature on talent management, we can only conclude that there is a fundamental lack of consensus as to the meaning of ‘talent’ in the world of work. With the approach of “The War for Talent” Micheals and Smart (1999: 1-7) argue that classifying employees according to level of performance rather than the terms of to back up for specific tasks and the top level of talent “A performers” corresponded 10 percent and every managers have priority task to enable it. Boudreau (2011:17) argues that human resources having a new hardware about common talent and human capital is required for reshaping common language in business environment, logical roof should be created for decisions. Talent management is an integrated set of processes and procedures used in an organization to attract, onboard, retain, develop and move talent as well as to exit talent to achieve strategic objectives (Avedon, 2010). Developing and retaining key talents to meet a current and future business need, Cappelli (2008:5) argues that is the process to meet a need of human capital and the goal is the more general and important task for organization objectives.

Morton (2004:10), defined the talent as individuals who have the capability to make a significant difference to the current and future performance of the company. Wellins et al. (2006:2), implied that talent is the recruitment, development, promotion and retention of people, planned and executed in line with organization’s current and future business goals, this definition chimed that Davis et al. (2007: 20), defines it as recruiting, developing and retaining of persons who show top performance continuously. This definition shows set of indicators about implementations of talent management strategies. Sloan et al. (2003:236), argue that the definition of “talent is managing global leadership talent strategically, to put the right person in the right place at the right time.”

Definitions contain a broad list about human resources processes and components. In particular, talent concept and organizational strategic goals are related each other obviously and as stated before, this concept that is “strategic” matter and source leads to have broad perfective creating added value. Integrating organizational designs and implementations of processes, programs and cultural norms with both of human resources processes and strategic goals forms the basis of talent management. Micheals et al. (2001:2), are inspired from the Andy Grove’s book named “Only the Paranoid Survive” and defined talent as an inflection point that says that talent is now critical driver to corporate performance and that a company’s ability to attract, develop, and retain talent will be a major competitive advantage far into the future. Organization leaders often approach talent management as if it applied only to their elite high-potentials, making them reluctant to take time to manage talent that is not part of the elite group (Boudreau, 2013). Organizational assessments of potential also frequently identify ineffective behaviours and how well the individual fits the organizational culture and norms.

## 3. APPROACHES TO THE TALENT MANAGEMENT

In the practitioner-oriented literature describe talent management as “a mindset” (Creelman, 2004:3 and Micheals et al. 2001:21), Gladwell (2002), named this concept that is the new orthodoxy of American management. There are many illumination about this; a key component to effective succession planning (Cheloha and Swain, 2005), an

attempt to ensure that “everyone at all levels works to the top of their potential” (Redford 2005:20). Ashton and Morton (2005) note, good talent management is of strategic importance; Colling and Mellahi (2009) define concept of strategic talent management obviously and clearly and they build up a theoretical model of it. Authors argue that strategic talent management as activities and processes that involve the systematic identification of key positions which differentially contribute to the organization’s sustainable 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. Some organizations have also created a ‘critical skills’ pool. These are not necessarily individuals who are considered high potential and are capable of one day getting into senior leadership roles and executive roles but consist of people in an organization who possess valued competencies and deep expertise that are strategically important. According to Ready et al. (2010), a company’s high-potential list of employees is one of its most valuable assets.

Zuboff (1988:47), describe talent “in terms of value”. He conceptualize to make shifting talents difficult and to compose talent segmentation in organizations as meeting the requirements of customers. Therefore, the importance of expanding segmented pools of talents that are drawing benefit from internal and external labor market and adding strategic value to the organization is considered. This approach is fronted to narrow resource investment by considering to focus on “talent pool” that is the biggest value for organization. Fundamentally, basic purposes of talent management have to be modifying teams and persons that are key positions for organization future and after that have to be designing processes, programs and tools that are expanding organizations based on talents and presenting to the organization. On the concept of talent pools perspective, authors define talent management that is set of processes designed to ensure an adequate flow of employees into jobs throughout the organization (Kesler, 2002; Pascal, 2004:217) and these approaches are often quite close to what is typically known as succession planning management or human resource planning and projecting employee/staffing needs and managing the progression of employees through positions, quite often via the use of enterprise-wide software systems. Reactive approach includes recruiting people from the outside. Applying models of “uncertainty of talent demand” Cappelli (2008), suggests a new perspective such as development and selection of employees, customizing demand to uncertainty situations, developing talent, redevelopment of recycling, and evaluation of employer/employee relationships. We agree that at various stages along a career path it can be very helpful to put an individual in specific developmental experiences and evaluate how well they performed and learned critical behaviors and skills (Silzer and Church, 2009).

While strong human resources roles and responsibilities (developing and executing talent and business strategies, specialization in attracting, developing and retaining talents, understanding link between talent and business strategies, overviewing talents, making good use of metrics to monitoring efficiency) are considering, talent is critical important factor in managing and maintaining high performance of everybody in organization. This importance is shared with some authors who are consider humanity, demographic and world of business factors (Buchingham and Vosburgh 2001; Walker and Larocco, 2002).

#### **4. THE LABEL OF TALENT MANAGEMENT**

On acquisition of efficient talent management matter, putting forth basic needs of organizations for consideration, viable messages are sent to inner talent departments. Both of integration and alignment approaches are displayed to maintain leadership pipeline within organization and be clear about consistency. The most important matter in alignment is “external consistency” that is combined between organization and talent label. “Perception” of organizational talent label by modifying talent departments (segmentation) are displayed with annual works. Talent label is a soul and heart (Rueff and Stringer, 2006:64). If consistency switch are open between talent and organization label, there will be serious problems in trust. Trusting in potential employer is the most important concept for thinking to switch a task. Creators and protector of talent label facilitate to create talent label as a concept of “invisible hand” and to protect too. Another alignment approach is finding/selection and development processes of talent label and organizations and includes “inner consistency”.

Directors of human resources policies must be aware of organizations’ current or desired talent label completely. Therefore, success profiles of organizational tasks (competencies) have to point out characters of label (strategies, goals and capabilities). Designing performance following system for controlling tasks of new hires has to support organizational and talent label. Furthermore, employee development tools and programs have to be consistent with promised development opportunities. On boarding process of new hires have to consist of employee value proposition and label. Strong label create expectation and involvement and also create emotional bond between people at the same time. Talent label includes mutual respect, positive interaction of humanity. In business life, quality of hoping and exiting is origins of talent label and also these are constituted and developed in the length of time. Total candidates and need of hiring compose strategic priority of organizations’ external environment. With this process while organization is building a bond between philosophy of organization, goal, rules and talents, principles of organizations have to be felt by candidates. Ideal candidate profile has to collide with target talent departments, positioning and desired talent profiles.

The understanding of talent as rather innate, rather acquired, or as the result of nature-nurture interactions holds important implications for the applications of talent management in practice. It influences, for instance, whether talent management should focus more on the identification/selection or the development of talent (Meyers et al., 2013).

Label has to create attractive vision for candidates. It is overlapped for the purposes of “label” that is made by human resources in hiring with attracting potential customers desired from marketing department. It is required to try developing label of “the best work place to work in”, attractive work place for each employee (Berger and Berger, 2004:370). Employment value proposition is total of human experiences and employer perception of organization. A strong value proposition while attract people to the organization it also facilitates to develop label. Value proposition is accomplished defining talent pool segmentations for whom choose the organization. Value proposition is the basic part of the organization and cannot be changed easily; offering successful value proposition is important factor for label of talent. Thrilling work, appropriateness of cultural value to appreciate candidates, leadership conditions, development opportunities take a place within offered value propositions. Constituting clean and moral working environment where human resources processes are executed perfectly, giving opportunities of self-actualization, working in fluid and flexible (in particular, Hewlett, 2008: 60 emphasizes that flexibility is the most important factor of competitive employer and strong tool for hiring) organization structures, getting career opportunities quickly in organizational environment includes label of talent features too. Preparing value proposition combinations for each organization separately make a contribution for creating label of talent and maintaining it. Finding is message for bringing out this offer to the target employers. Fabian et al. (2005), argue that most companies develop new market structure to carry out branding techniques for collecting and choosing candidates. They also emphasize the importance of collecting strong and weakness side comparing with competitors in every finding process, at the same time measuring priorities and efficiencies for the purposes of candidate and employer. It is necessary to design an approach that is attracting employees having desires and talents for fulfilling to offer a good value proposition to the customers. Gubman (1988: 25), argues that strategic style approach is separated in two categories as value proposition and work force strategies and these are necessary for humanity. To a strategic style, different types of talents are led. He reviews the strong talent components include factors such as customer relationships with companies, customer loyalty, and segmentation in the view of the rivals. Accordingly to Ready et al. (2010), high potentials consistently and significantly outperform their peer groups in a variety of settings and circumstances. While achieving these superior levels of performance, they exhibit behaviors that reflect their companies’ culture and values in an exemplary manner. Moreover, they show a strong capacity to grow and succeed throughout their careers within an organization- more quickly and effectively than their peer groups do.

## 5. METHODOLOGY

### 5.1. Research Method

The scope of research method respectively was examined below sample, data collecting tools, research findings.

### 5.2. Sample

64 scales were allocated in total and 62 scales of these were included in analysis. Return rate is % 100. Analyze demographic variables, %37 of participants (23 persons) in organizations having 1-199 of persons employed, and % 63 of participants (39 persons) in organizations having 200 and above of persons employed were participated. In research, %58 of organizations (36 organizations) are in the industrial sector, %42 of organizations, %26 organizations are in services sector.

### 5.3. Data Collecting Tools

Perspective of talent label scale was used as data collecting tool. Randomly selected human resources directors in İzmir were informed about survey with face-to-face discussion and then got feedback from them.

Perspective of Talent Label Scale: Evolved by the methods of Likert type scale and sorting criteria. Firstly, Likert scale is evolved for every basic factors of talent label. Furthermore, sorting scale was used in prioritizing (“1” most important reason or fact) concepts of people’s retention reasons, strategic priorities, focusing areas of cost reduction and reducing number of persons employed within 12 months in organizations, potential actions of organizations by reason of current economic situation. Data collecting tool includes number of persons in organizations where human resources directors employed in, demographic question forms containing sector information. Confidence analysis of scale was investigated by cronbach alpha value. Reliability coefficient found as .88.

*Independent Variables:* Participants in organizations having numbers of persons employed and organization sector are independent variables.

## 6. RESEARCH FINDINGS

Concepts of people's retention reasons: Retention reasons of people were investigated by calculating mean values. Minimum mean value shows that the most important factor of reasons, maximum mean value show that less important reasons than other reasons. Participants listed in order to make the most important reason as "1" and the least important reason as "5". According to the results, the most important reason is "to trust in organization", and the least important reason is "interesting and challenging work" (In Table 1). In this case, the most important reason of retention is interesting in organization.

Table 1. Mean Values of People's Retention Reasons

	N	Min.	Max.	Total		S.S
Interesting and challenging work	57	1,00	5,00	241	4,23	1,08
Career development opportunities	58	1,00	5,00	152	2,62	1,25
To trust in organization	57	1,00	5,00	135	2,37	1,32
Recognizing individual addition and fair reward system	58	1,00	5,00	160	2,76	1,13
Overlapping individual targets and organizational targets	57	1,00	5,00	169	2,96	1,53

Concepts of organizations' strategic priorities: Strategic priorities of organizations were investigated by calculating mean values. Reasons were listed in order to make the most important reason as "1" and the least important reason as "6" by participants. Minimum mean value shows the priority of reason. According to the results, "human capital management" is premier factor and "new market entrance" is the last factor of strategic priorities list (In Table 2). At this point, "human capital management" is having priority of organizations' strategies.

Table 2. Grading of strategic priorities

	N	Min.	Max.	Total		S.S
Reduction and management of costs	58	1,00	6,00	233	4,02	1,81
Acquisition and retention of customers	58	1,00	6,00	157	2,71	1,50
Human capital management	59	1,00	6,00	145	2,46	1,55
Redevelopment of process performance	58	1,00	6,00	214	3,69	1,43
Investment on R&D and inventorship	58	1,00	6,00	222	3,83	1,57
New market entrance	58	1,00	6,00	248	4,28	1,63

Focusing areas of cost reduction and reducing number of persons employed within 12 months in organizations: Focusing areas of cost reduction and reducing number of persons employed within 12 months in organizations were investigated by calculating mean values of each component. Components were listed in order to make prior factor as "1", the last factor as "7" by participants. According to the results, "restructuring of tasks" is prior focusing area of

organizations. The last focusing area is “reducing collateral advantages” (In Table 3). Organizations indicated that the first focusing area is restructuring tasks to reduce cost and number of persons employed within 12 months.

Table 3. Mean values of focusing areas of cost reduction and reducing number of persons employed within 1 year

	N	Min.	Max.	Total	S.S	
Restructuring of tasks	52	1,00	5,00	64	1,23	,68
Reduction of employee tasks	40	1,00	7,00	162	4,05	1,71
Encouragement of early retirement	42	1,00	7,00	172	4,09	1,99
Using outsourcing firms and reducing wages	39	1,00	7,00	178	4,56	1,79
Reducing bonuses	39	1,00	7,00	173	4,43	1,67
Engagement of part-time employees	39	2,00	7,00	172	4,41	1,68
Reducing collateral advantages	40	1,00	7,00	186	4,65	1,98

Potential actions of organizations by reason of current economic situation: Potential actions of organizations by reason of current economic situation are listed in Table 4. In mean values terms, components were listed in order to make prior factor as “1”, the last factor as “3”. Participants indicated the first component is “finding more critical talents in labor market”, the last factor is “finding more critical leaders” (In Table 4)

Table 4. List of potential actions by reason of current economic situation

	N	Min.	Max.	Total	S.S	
Focusing on product development and inventorship	53	1,00	3,00	103	1,94	,86
Finding more critical talents in labor market	53	1,00	3,00	99	1,87	,73
Finding more critical leaders	54	1,00	3,00	115	2,13	,85

R&D in strategic priorities/evaluating mean values of investment on inventorship in number of persons employed terms in organizations: R&D in strategic priorities/mean values of investment on inventorship in number of persons employed terms were investigated by t test for disconnected samples to find discrepancies. According to the results, mean values of investment on R&D and inventorship of organizations having 1-199 of persons employed (=4.52) are higher than having 200 and above numbers of persons employed (=3.43). As a result of this, in strategic priorities, organizations having 1-199 of persons employed more overrated investment on R&D and inventorship as per organizations having 200 and above persons employed [t(56): 2.87,  $p < .05$ ] (In Table 5).

Table5. Mean values of investment on inventorship in number of persons employed terms N=62; \* $p < .05$ )

	Number of persons employed in organizations	SD	SS	t	p
Investment on R&D and inventorship	1-199		4.5 1.25	2.87	.01*
	200 and above	56	2 3.4 1.61		
			3		

Assessing mean value of encouragement of early retirement that is one of the focusing area of cost reduction and reducing number of persons employed within 12 months in organizations in number of persons employed terms in organizations: In number of persons employed terms in organizations assessing mean values of encouragement of early retirement that is one of the focusing area of cost reduction and reducing number of persons employed within 12 months were investigated by t test for disconnected samples to find discrepancies. Organizations having 1-199 of persons employed (=5.28) are more focusing on encouragement of early retirement to reduce cost and number of persons employed within 12 months than organizations having 200 and above persons employed (=3.50) [t(40): 2.98,  $p < .05$ ] (In Table 6).

Table 6. Mean value of encouragement of early retirement in number of persons employed terms N=62; \* $p < .05$ )

	Number of persons employed in organizations	SD	SS	t	p
Encouragement of early retirement	1-199		5,28 1,64	2.98	.00*
	200 and above	40	3,50 1,91		

Assessing mean value of focusing on product development and inventorship that is one of the potential action of organizations by reason of current economic situation in number of persons employed terms in organizations: Mean values of focusing on product development and inventorship that is one of the potential action of organizations by reason of current economic situation were investigated by t test for disconnected samples to find discrepancies. Organizations having 1-999 persons of employed (=2.24) more overrated to focusing on product development and inventorship as per organizations having 200 and above persons of employed (=1.75) by reason of current economic situation [t(51): 2.07,  $p < .05$ ] (In Table 7).

Table7. Mean value of focusing on product development and inventorship in number of persons employed terms N=62; \* $p < .05$ )

	Number of persons employed in organizations	SD	SS	t	p
	1-199		2,24	,83	
Focusing on product development and inventorship	200 and above	51	1,75	,84	2.07 .04*

## 7. DISCUSSION

Lawler (2011), who is seeking the role of human resources as specialist talent manager in the future, reviews organizations are focusing in talent management systems more and more in the future as in the research of Tower Watson (2010). In spite of this importance, organizations are incompetent for using talents efficiently and earning more return in programs and processes. Principal cause of this can be shown as absence of organizational processes and strategies integration mechanism for other human resources systems that are affecting talent performances. One of the most important support comes from Lawler (2006: 42-43), organizational consistency of talent development is neutral, the relationship of special payment system for high-potentials' prepared programs and talent management aren't established. It's time to be specialist and impose talent management that is basic executor of organizational efficiency of human resources and strategy. In any organization there are individuals who are considered to be the likely future leaders of the organization, developing and retaining these high-potential individuals is crucial to an organization's long-term success and sustainable competitive advantage. If a company doesn't link and alignment talent management to business strategy it cannot know what skills it will need in the future. This is how many companies have ended up with generic pools of high-potential leaders who lack the right skills for the roles the firm now needed to fill. This failure to grasp future talent requirements affects an organization's ability to react to changing market conditions. Accordingly to Ready and Conger (2007), the challenge of filling key positions has, in a sense, crept up on business, many of which used to view development almost as an employee benefit. Correspondingly, Fernandez-Araoz et al. (2011), potential indicates whether someone will be able to succeed in a bigger role in future. It is a person's ability to grow and to handle responsibilities of greater scale and scope.

We address this shortage by introducing and discussing three antecedents of perceive organizational justice in the context of talent management, which enables us to formulate concrete recommendations for human resource practitioners in stimulating higher perceptions of organizational justice (Gelens, et al., 2013).

Talent management that is basic and the most important task of organizations is significant factors to cover a route for retaining alignment and integration, forming organizational awareness. This route has to be supported and maintained by available cultural climate. In the information economy, organization strategies and targets have to be associated with talents of people. Human resources function as a strategic partner must be segmented again for preparing and executing strategies. For the purposes of segmentation, human resources function constitutes new tasks such as attracting, developing, motivating and retaining talents, makes organizational change easier for new opportunities, helps for developing required talents. There is a close relationship between quality of decisions on talents and strategic partnership. Forming and executing process of new business strategies and possible talent strategies have to be deliberated together.

To put talent management in a wider perspective and to build a broader, more balanced theoretical framework, we will introduce new viewpoints which take into account the organizational context and its interrelated actors (Thunnissen, et al., 2013).

Habituations, "silo" concept, talent, everyone having work to do, restructuring of finding and positioning, offering a successful employee value added and integrating, executing them with strategy and culture increase value and importance of talent management. Indeed, the alternative inclusive approach is so fundamentally different that it is hard to separate the inclusive approach from good human resource management. The ultimate goal of talent management is to align human capital and business strategies to support organizational and financial goals, resulting in positive impact on shareholder value.

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