

Talent beyond abilities

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Abstract: Talent according to dictionary means an ability to do something well. According to human Resource talent too means a person with a natural skill or ability. In the present era talent means reasonable intelligence, initiative; strong inter personal ability, flair for networking, creativity, innovation, ability to lead people and most important being a great team player, a definition by Organizations. Accordingly talent means ability, intelligence creativity and is present in every individual.. Organizations all over the world have realized the contribution of talent to the organisation's success, growth and prosperity. Hence every organization is working hard to ensure sufficient presence of talent for their future existence. Hence talent has different definitions, meanings. From all the past studies there emerges a gap what is the TRUE MEANING of the term talent? There are different ways that organizations term talent either skill or ability to do a task efficiently. Or to train employees for higher profiles, succession planning. Different studies state that it is the environment, immediate boss that can bring out the right talent in the employees. Based on a few past studies the paper will derive the definition of talent Then why do organizations work hard to retain talent,? What does the term talent mean then? The objective is to find the broaderperspective of the term talent. The paper tries to give a broader perspective on the term talent based on the past studies and researches.

I. Introduction

There is no single or universal contemporary definition of “talent” in any one language; there are different organisational perspectives of talent. Current meanings of talent tend to be specific to an organisation in the development of the term in managing people with unique knowledge and skills.

Talent is not only one’s ability at a task but an outcome of exposure to skills and experiences. “To have talent is to possess the ability to excel within a field (either physically or psychologically. hence we interpret that talent is skill TO SUCCEED.

The “war for talent” was officially launched in 1998 when McKinsey & Company, America's largest and most prestigious management-consulting firm, published their now-famous report proclaiming that “better talent is worth fighting for” (Chambers et al., 1998: 45). Their data came from a year-long study of 77 companies from a variety of industries and nearly 6000 managers and executives, supplemented by case studies of 20 companies widely regarded as being rich in talent.

McKinsey's research concluded that the most important corporate resource over the next 20 years would be smart, sophisticated business people who are technologically literate, globally astute, and operationally agile.

According to McKinsey, “talent is “the sum of a person's abilities... his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive. It also includes his or her ability to learn and grow” (Michaels et al., 2001: xii).”

For McKinsey, talent refers to “the best and the brightest” and many organizations adopted the term. thus according to Mckinsey talent is abilities and intrinsic gifts.

Thus talent =skills=abilities ,intrinsic capabilities

II. Professor and HR guru David Ulrich takes a holistic view with his definition

(Ulrich, 2006). accordingly, competence means that individuals have the knowledge, skills and values that are required for today and tomorrow. Commitment means that employees work hard, put the time in to do what they are asked to do, giving their discretionary energy to the firm's success. Contribution means that they are making a real contribution through their work — finding meaning and purpose in their work. “...In 2000, McKinsey updated their study, finding that 89% of respondents thought that it was even more difficult to attract talented people than 3 years before — 90% believed it was more difficult to retain them. They also found companies doing the best job of managing their talent. McKinsey concluded that top people look for a great company and a great job when deciding where to work. A great company is one that is well managed, has great values and culture. Talent wants a job that is big, where they have responsibility for a number of functional levers, and where they can make decisions on their own (Fishman, 1998).

According to Ulrich talent =commitment+competence+contribution

Therefore skill+bilities+intrinsic capabilities=commitment+comtentence+contribution

According to Martin Moehrle :Organisations and individuals together need to transform from a stable to an agile world to be successful. Agile organisational structures will be fuelled by agile talent, embracing and thriving in new dynamic environments.

Based on the definitions and the researches it is clear that Talent is the ability of an individual to adapt and excel in the work assigned .Talent has to be taken care of in Organizations n groomed to ensure performance and productivity.

“Exactly What Is Talent, Anyway”?A research by Kathie Sorensen and Steve Crabtree states Knowledge and skills can be learned, but talent is enduring.

Different authors have defined TALENT differently. As per NHS Leadership academy,“talent is about high performance and potential of a selected number of people to move up the organization into senior leadership or managerial positions.”

For others, talent is a term which refers to all employees.

As per Merriam Webster Talent means general intelligence

What do we mean BY talent? Simon Cowell says it is attitude ,potential, ability, add value ,and excel.

THUS Talent=skill, commitment,=potential i.e our capabilities

Ever since 1998, when a group of McKinsey consultants coined the expression ‘war for talent’ and posited that a fundamental belief in the importance of talent is needed to

Achieve organizational excellence (Michaels, Handfield-Jones, & Axelrod, 2001).The talent problems of employers and employees are intertwined. employers seek skills in employees and employees look at career advancement .hence it is talent we need to reserve for better future.as per the article the stemming the tide of talent by tony Clancy and Arnaudandre companies are struggling to hold on to their valuable employees .but according to them the war for talent can be won with new programs a combination of competitive compensation and communication.

The article the challenge of retaining top talent by Dr b Iynn ware and bill Rehm talks about loyalty of talented employee is reducing in the current era and the employees are less bonded to organizations.

The most successful companies provide a wide range of learning, training and knowledge management program to the talent network.

According to Pfeffer and Sutton (2006), in spite all of the theories and definitions, talent is a function of experience and effort. Truly , not all people have the same amount of potential, and are different. They vary in their effort to do a task efficiently.

It's human nature to aspire for things we do not have. In the case of material things, that longing can be entirely achievable, as it's often possible to go out and get those materialistic things. But when it comes to talent, trying to attain what isn't there to begin with is a lost game. General Powell and others throughout history who have achieved greatness have done so by carefully examining what it is that they do have -- those characteristics that distinguish them from others, those abilities that are most natural to them. Their success typically stems from their appreciation of those talents in themselves, and their understanding of how to use them as often and as effectively as possible.

As per the research on THE MEANING OF ‘TALENT’ IN THE WORLD OF WORK Human Resource Management Review (Volume 23, Issue 4, December 2013, Pages 290-300)

Hours of focused and deliberate practice are required for reaching ‘talented’ levels of

Performance. Hence as per the study: performance is a measure of talent.

Hence we can say talent is hard work, skill =performance, productivity, potential. 3P’s

So talent can be summed up as an individual’s performance, productivity and potential.

. According to Ericsson et al. (2007), talent should be “demonstrated by measurable, consistently superior performance” (p. 117).

De Haro (2010) states “that if no evidence for exceptional achievements is available, then it is not talent but giftedness. Thus talent is an inborn specialability apart from natural ability.

The companies are doing their best job of managing their talent deliver better results. A study by Mark Huselid shows that Increase in high-performance talent-management practices is associated with enormous Economic returns.

Thus talent is performance, potential, productivity and giftedness apart for natural ability, creativeness and Innovativeness.

III. Conclusion

The studies carried out by various researchers do not end with the meaning of talent limited to performance and giftedness apart from the meaning by Webster and other sources. Further studies can be carried on, and talent may have a newer definition and meaning.

The paper is purely based on the past researches and studies .the outcome is the meaning of talent goes beyond natural ability, characteristics of all employees, creativity, innovative to performance, potential and giftedness.

Resources

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