Talent Management Lifecycle:

Effective Way to Manage HR in other Cultures

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Abstract

The Talent Management lifecycle is an important part of Human resources (HR). By applying the Talent Management lifecycle strategies in cultures other then the U.S., companies can teach important corporate values to their employees. Cultures across the world can use ethics training and fair treatment to help HR managers improve the ethical functioning of their organization. Alternatively, the Talent Management lifecycle can be viewed as biased and considered not a job for HR managers. Most research, however, shows how beneficial the Talent Management lifecycle is as an effective way to manage HR, including cultures other than the U.S.

The Talent Management lifecycle can be used as an effective way to manage human resources (HR) in cultures other than the U.S. Talent management is defined as “the end-to-end process of planning, recruiting, developing, managing, and providing compensation to employees throughout the organization” (Dessler, 2015, p. 509). Focusing on the Talent Management lifecycle to teach essential corporate values, HR managers can implement ethics training to improve the ethical functioning of an organization. There are three components that make up an ethical and fair discipline process: rules and regulations, penalties and appeals process (Dessler, 2015, p. 373). However, for all the benefits that any organization can gain from using the Talent Management lifecycle, there are some negativities associated with it. Talent Management decisions can be viewed as unfair: “talent management often fails because top managers do not always have accurate information or enough time to collect and analyze information” (Minbaeva and Collings, 2013, p. 1771). It can also be argued that Talent Management can be considered as “issues that are not HR issues anymore. They are line management issues” (Minbaeva and Collings, 2013, p. 1763). Overall, ethics training through Talent Management effectively teaches corporate values to other cultures, and, as a result, has a positive impact on the ethical functioning of the organization.

The last step in the Talent Management lifecycle, succession, is an important part of ethics training. Succession incorporates the three pillars of fair discipline, which allows HR to manage organizations. The first pillar is *rules and regulations*, which allows for a progressive discipline system (Dessler, 2015, p. 373). By having certain rules and regulations, a corporation informs employees as to “what is acceptable or unacceptable in certain situations” (Mariano, 2012, p. 19). Rules and regulations create a fair treatment for all employees, as they know what is expected and tolerated from them. When an employee does not follow rules or is not performing as expected, the progressive discipline system is comprised of three escalating warnings: verbal, written and terminated (Mariano, 2012, p.18-19). By creating rules and regulations, “employees will feel like they have a stable, professional environment whose conditions are more nurturing” (Mariano, 2012, p.18). The next pillar is *progressive penalties*, which closely relates to rules and regulations. After an employee breaks a rule or regulation, they need to have “appropriate penalties for (their) improper work conduct and to provide a record of corrective action taken by supervisors in such problem situations” (Princeton University, 2016). *Rules and regulations* and *penalties* is followed by the appeals process. When an employee “disagrees with the punishment, [he or she] can appeal the decision” (Dai, 2010, p. 24). An appeals process allows for discipline to be fair (Dessler, 2015, p. 373). When HR implements the three pillars of fair discipline, it creates ethical policies and “the more ‘ethical policies’ the organization possesses, the more likely respondents will report positive ethical behaviors” (Parkes and Davis, 2013, p. 2428). HR implementation of the Talent Management lifecycle to teach employees the company’s values, will only have a positive impact on the ethical function of the organization.

It is argued that the Talent Management lifecycle does not provide any benefits to HR in different cultures. These cynics state that in other cultures, there is “a lack of knowledge of management practices and work relationships” (Skuza, Scullion & Mcdonnell, 2013, p. 454). This makes it challenging for HR to incorporate the ideas surrounding Talent Management into other cultures. With the lack of knowledge, other problems arise and there are “shortages of managerial and professional talents” (Skuza, Scullion & Mcdonnell, 2013, p. 454). This, in turn, creates an unfair environment because “local managers may not be incentivized to highlight their star employees on corporate talent markets and thereby risk losing the contribution of such talent at the subsidiary level” (Minbaeva and Collings, 2013, p. 1771). It is also argued that HR should not even be involved with Talent Management and, rather, it should be line management issues. Opponents of Talent Management contend that there is a shift and that “the first principle of mastering talent management is ensuring the support of an enlightened leadership team, starting with the CEO” (Minbaeva and Collings, 2013, p. 1763). In all cultures, the naysayers avow that Talent Management proves to be too challenging to implement and is seen as a problem that should not concern HR managers.

Even with the negatives surrounding the Talent Management lifecycle, it still proves to be an ethical method used by organizations to apply across cultures. The concept of the three pillars of fair treatment allow for organizations to provide for an ethically sound organization. When Talent Management is applied to other cultures, it helps to “establish codes of practice for what is considered ethical behavior, communicating and modeling these and providing appropriate training and reinforcement mechanisms, may serve to provide drivers for post-conventional moral behavior” (Parkes and Davis, 2013, p. 2428). In an assessment of the Talent Management lifecycle implemented by HR in a company in Lebanon, it “improved the organization’s flexibility and performance, gave information and tools to plan for growth, change, and new product and service initiatives” (Hussin et al, 2016, p. 517). Many cultures do apply some components of the Talent Management lifecycle, but fail to “identify their employees’ talents” (Hussin et al, 2016, p. 518). However, the organizations that are applying the Talent Management lifecycle are flourishing and have “a noticeable performance boost, salary increase(es) promotions and inner accomplishments” (Hussin et al, 2016, p. 518). In many countries, they are “undergoing a transformation from classical or traditional HR practices to Talent Management” (Hussin et al, 2016, p. 518). Many cultures outside the U.S. are starting to realize the importance of the Talent Management lifecycle to help companies “attract, engage and retain employees as a strategic business priority” (Hussin et al, 2016, p. 517).

Ultimately, the Talent Management lifecycle can use ethics training and fair treatment for HR to have a significant impact on the positive ethical functioning of the organization. There is some research that controverts Talent Management lifecycle, and states that it can be viewed as unfair and not a practice that HR should be fulfilling. However, many organizations in cultures around the world are beginning to notice how the Talent Management lifecycle is transforming the traditional role of HR. By using the Talent Management lifecycle, it can be an effective way to manage HR in cultures other than the U.S. When cultures are using the Talent Management lifecycle, they are benefitting and improving their organizations by teaching their employees the essential core values businesses are built upon.

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