



TALENT MANAGEMENT

Talent Management  
Innovations in  
**the International  
Hospitality Industry**

Edited by

STEFAN JOOSS, RALF BURBACH  
AND HUUB RUËL

# **Talent Management Innovations in the International Hospitality Industry**

# TALENT MANAGEMENT

**Series editors:** Vlad Vaiman and David Collings

This series focusses on talent management, one of the fastest growing areas of research in the areas of business and management. As a topic it bridges a number of core management areas, including HRM, Organisational Psychology, and Strategy and International Business.

The series features monographs and edited collections exploring both research and practical perspectives on contemporary talent management. The main aim of the series is to provide a key outlet for scholars wishing to publish novel perspectives on talent and talent management from across disciplinary divides. It also provides an opportunity for those seeking to explore new and innovative issues and topics in this area in greater depth. The series will bring together emerging theoretical approaches with real world practitioner perspectives from across a range of subjects in this field, including (but not limited to):

- Employer branding
- Talent analytics
- Global talent management
- Talent turnover
- Talent retention
- Talent development
- Talent and teams
- Distribution of performance
- Transferability of performance
- Contextual performance
- Performance and potential
- Talent management in SMEs
- Talent management in the public sector
- Talent management in developing economies

## **Titles in the Series:**

*Talent Management in Small Advanced Economies*, Editors: Snežina Michailova and Dana L. Ott

*Managing Talent: A Critical Appreciation*, Editor: Stephen Swailes

*Talent Management Innovations in the International Hospitality Industry*, Editors: Stefan Jooss, Ralf Burbach, and Huub Ruël.

*Global Talent Retention*, Editors: David Allen and James Vardaman (forthcoming)

# Talent Management Innovations in the International Hospitality Industry

EDITED BY

**STEFAN JOOSS**

*University College Cork, Ireland*

**RALF BURBACH**

*Technological University Dublin, Ireland*

AND

**HUUB RUËL**

*Hotelschool The Hague, The Netherlands*



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2021

Copyright © 2021 Emerald Publishing Limited

**Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-80071-307-9 (Print)

ISBN: 978-1-80071-306-2 (Online)

ISBN: 978-1-80071-308-6 (Epub)



ISOQAR certified  
Management System,  
awarded to Emerald  
for adherence to  
Environmental  
standard  
ISO 14001:2004.

Certificate Number 1985  
ISO 14001



INVESTOR IN PEOPLE

# Contents

List of Figures	vii
List of Tables	ix
About the Contributors	xi
List of Contributors	xvii
<b>Introduction</b>	
<i>Stefan Jooss, Ralf Burbach and Huub Ruël</i>	1
<b>Chapter 1 Strategic Talent Management in the Hospitality Industry</b>	
<i>Thomas Garavan, Geraldine Matthews-Smith, Ann Marie Gill and Fergal O'Brien</i>	9
<b>Chapter 2 Conceptualisations of Development Approaches to Promote Individual Creative Talent</b>	
<i>Anastasia Kulichyova, Sandra Moffett, Judith Woods and Martin McCracken</i>	31
<b>Chapter 3 Sustaining Hospitality Talent Pools Through a Common Pool Resource Lens</b>	
<i>David W. Brannon and Ralf Burbach</i>	53
<b>Chapter 4 Talent Management, The Employer Brand, and Employee Retention: Evidence from the Irish Hotel Sector</b>	
<i>Donagh Davern</i>	79
<b>Chapter 5 Mentoring Initiatives as Talent Management Innovations</b>	
<i>Judie Gannon, Diana Clayton and Anna Klenert</i>	99

<b>Chapter 6 Talent Management Innovations in the Hospitality Industry: Insights from the Winners of the Hospitality HR Award</b> <i>Celine Chang and Simon Werther</i>	127
<b>Chapter 7 Talent Management Innovation in a Time of Unprecedented Disruption: Implications for Practice and Research</b> <i>Julia Christensen Hughes and Jonathan D. Christensen</i>	153
Index	181

# List of Figures

Figure 2.1.	The Conceptual Framework of Creativity and Talent Development in Organisations.	39
Figure 5.1.	Talent Management Mentoring.	105
Figure 5.2.	Talent Management Mentoring Triangle.	109
Figure 6.1.	Antecedents and Outcomes of Talent Management.	129
Figure 6.2.	Model of Talent Management as the Basis for Further Analysis in this Chapter.	131
Figure 6.3.	Summary of Success Factors for Innovative Talent Management in the Hospitality Industry, as Derived from the Analysis of Award Winners.	145



*This page intentionally left blank*

# List of Tables

Table 2.1. An Overview of the Theories of Creativity Based on the System-based Approach.	37
Table 5.1. Overview of Mentoring Initiatives in Hospitality and Tourism Sectors.	112
Table 6.1. Summary of Innovative HR and Talent Management Strategies and Programmes and its Effects.	135
Table 6.2. Summary of Innovative Practices to Recruit Talent and its Effects.	139
Table 6.3. Summary of Innovative Learning and Development Strategies, Programmes, and Practices and its Effects.	141
Table 6.4. Summary of Innovative Retention Strategies and Practices and its Effects.	143
Table 7.1. Top US Hospitality and Tourism Organisations.	163

*This page intentionally left blank*

## About the Contributors

**David W. Brannon**, following his undergraduate degree at Hotelschool The Hague, David, started his hospitality career with Hyatt and Fairmont Hotels in Dubai. Inspired by an interest in talent management among global hospitality organisations, he completed his PhD at Henley Business School, University of Reading, focussing on service team dynamics. He advised several departments of the British Government on various talent management projects before re-joining Hotelschool The Hague as an HRM Lecturer. In 2019, he was awarded a postdoctoral research grant funded by the Dutch government addressing Sustainable HRM in the Dutch Hospitality Industry for the attraction and retention of early career professionals. His research interest lies in developing sustainable talent management initiatives for hospitality industry talent pools.

**Ralf Burbach** is the Head of the Hospitality Management Discipline in the School of Hospitality Management and Tourism at Technological University Dublin. Previously he occupied the position of Campus Coordinator at Wexford Campus, Institute of Technology Carlow. He has lectured in a number of higher education institutions in the Republic of Ireland since 2001 and held Visiting Professorships in a number of institutions and countries. Prior to his academic career, he worked for 13 years in the hospitality industry and held managerial posts in Germany, the UK, and Ireland. He has published a series of book chapters and journal articles in the areas of electronic HRM, global talent management, international and comparative human resource management, and vocational and dual education systems. He is a Past President of the European chapter of the International Council on Hotel Restaurant and Institutional Education. He is a Chartered Member of the Chartered Institute of Personnel and Development and a Member of the Irish Hospitality Institute. In addition, he serves on the hospitality Careers Oversight Group – an advisory body overseeing the development of human capital in hospitality and tourism in Ireland

**Celine Chang** is a Professor of Human Resources Management at Munich University of Applied Sciences, Germany, Department of Tourism. Her academic interests include strategic HR management with a focus on SMEs, regional approaches to employee recruiting and retention as well as leadership. She collaborates closely with partners in the hospitality industry and is a Jury Member of the Hospitality HR Award presented in the chapter. She is an experienced HR Consultant with a focus on talent and leadership development and executive coaching. After studying

Psychology at the University of Regensburg and the University of Queensland, Australia, she has worked in HR, consulting, and academia. She holds a doctorate in Psychology from the University of Hildesheim, Germany.

**Jonathan Christensen** is CEO of Bidmii International Inc., and an award-winning hospitality and business development executive. He has worked in senior roles with St. Louis Bar and Grill, Freshii, Boston Pizza International, and GUS Group. He is also a restaurant owner within the Firehouse Subs franchise. His contributions to this chapter include the identification of current and emerging hospitality trends and workplace innovations, and based on his own experience, a profound understanding of the impact of Covid-19 on small business owners.

**Diana Clayton** is a Senior Lecturer specialising in HR, leadership, change and related ‘people and organisations’ subjects at the Oxford School of Hospitality Management, in the Oxford Brookes Business School. Prior to joining academia, she acquired extensive experience as a senior HR (Reward) professional. Her research centres around knowledge management within organisations, with a particular focus on volunteers in festivals and events, using interpretivist research methodologies. She has published and contributed to several books in the knowledge management and events fields of study and is a regular reviewer for articles and books and for journals such as *Tourism Management* and *International Journal of Evidence Based Coaching and Mentoring*. She is a keen advocate of student experience initiatives, including two-student mentoring programmes incorporated within undergraduate modules.

**Donagh Davern** is a Lecturer in hospitality management at Munster Technological University Cork in South-west Ireland. He has over 20 years’ experience as a Hotelier and has managed 5-star hotels and resorts and also operated at a hotel group level, with experience in Ireland, the United States, Dubai, and Switzerland. He is a qualified CPA and has recently completed his PhD studies at the University of Surrey on the subject of employer branding and retention in the Irish hotel industry.

**Judie Gannon** leads the Doctorate in Coaching and Mentoring in the International Centre for Coaching & Mentoring Studies in the Oxford Brookes Business School, UK. She joined academia after several years’ experience in the hospitality industry. Her doctoral research focussed upon the development of managerial talent amid the international expansion of the hotel industry and led her to develop the Bacchus Mentoring scheme. Her research interests, publications, and consultancy cover the areas of: coaching, mentoring, talent, and management development. She acts as an Advocate for mentoring scheme managers and as an Advisor to a number of mentoring and coaching initiatives. She is on the editorial board of numerous academic journals and has contributed to several books on coaching and mentoring.

**Thomas Garavan** is a Professor of Leadership Practice at University College Cork and is a Leading Researcher worldwide in learning and development,

HRD, leadership development, and workplace learning. He has published over 200 articles, book chapters, and books, and has over 15,000 citations. He is an Editor of the *European Journal of Training and Development* and an Associate Editor of *Personnel Review*. He is a Member of the *Editorial Board of Human Resource Management Journal, Human Resource Development Quarterly, Human Resource Development Review, Advances in Developing Human Resources, and Human Resource Development International*. He is the recipient of the Academy of Human Resource Development, Outstanding HRD Scholar Award 2013. He has won numerous awards for best papers in HRDI, HRDR, and HRDQ.

**Ann Marie Gill** is a Senior Talent Management and Development Consultant specialising in human capital strategy and processes, talent assessment and development, executive coaching and mentoring, and organisation wise talent reviews. She has had over 25 years of experience in global talent management and organisational effectiveness in leading MNC and NGOs and has worked in over 25 countries. She graduated from the University of Limerick with a Masters in Quality Management and is currently the Chairperson of the Irish Rape Crisis Centre.

**Julia Christensen Hughes** is Professor and former (founding) Dean of the Gordon S. Lang School of Business and Economics, University of Guelph, Canada. Currently on administrative leave, Julia is focusing on her scholarly interests. Recently, she co-edited the 'Handbook of Human Resource Management in the Tourism and Hospitality Industries' (2018), Edward Elgar, contributing chapters on the changing hospitality and tourism context, employee engagement, and talent management. Her most highly cited work to date is 'Talent Management: A Strategy for Improving Employee Recruitment, Retention and Engagement Within Hospitality Organisations', with Evelina Rog, published in the *International Journal of Contemporary Hospitality Management* (2008).

**Stefan Jooss** is a Lecturer in Management and Programme Director for the Higher Diploma in Human Resource Management at the Cork University Business School, University College Cork in Ireland. Previously he was on the faculty at the Technological University Dublin where he completed his PhD in international human resource management. His main research interest and focus is in the areas of talent management and global mobility, particularly in the context of multinational corporations. His work in these areas has been published in leading peer-reviewed journals, such as the *International Journal of Human Resource Management, Human Resource Management Review, and the International Journal of Contemporary Hospitality Management*.

**Anna Klenert** is a Senior Lecturer for Hospitality Operations at Oxford School of Hospitality Management, Oxford Brookes Business School. Her areas of teaching include mentoring and leadership development at postgraduate level and her PhD research focus is on coaching and mentoring for leadership development for women in non-western environments. Her contributions to mentoring include directing the Bacchus Mentoring Programme activities within

the Oxford School of Hospitality Management and extend to mentoring and developing international student talent for internships in the hospitality, tourism, and event sectors.

**Anastasia Kulichyova** is a final-year PhD student at Ulster University Business School, Northern Ireland. Her work focusses on the problem of employee creative development and the role of HRD to facilitate creative expression at work. She has adopted a mixed methods methodology for her research, employing a range of measures to ascertain the effect of HRD intervention to stimulate creativity within organisations from the hospitality sector. She has organised and delivered HRD interventions in the hospitality organisations across Northern Ireland to explore the developmental process of creativity at work. She has created a creativity-orientated survey and is currently testing a conceptual model.

**Geraldine Matthews-Smith** is a Senior Lecturer in the Marketing, Sales and Entrepreneurship team. She currently leads research development within the group in tandem with discharging the role of Joint School Director of Research/Academic Lead Research. She is also Programme Leader for the Doctor of Business Administration (DBA) Home, and Deputy Programme Leader for the International DBA both at Edinburgh Napier University Business School. Along with professional qualifications (RMN, RGN, Cert.Ed. RNT) her academic qualifications include a Masters in Education and a PhD from the University of Edinburgh. She is a Fellow of the Higher Education Academy and a Fellow of the National Board for Nursing, Midwifery and Social Care for Scotland.

**Martin McCracken** is a Research Director and Senior Lecturer in Organisational Behaviour at Ulster University, Northern Ireland. His research is focussed mainly upon understanding the factors that influence ‘managerial participation and effective transfer of learning from development and training interventions’ and ‘Strategic Human Resource Development’. Since 2010 he has acted as an Editor in Chief of *Education + Training* (now in its 63rd year of publication) and is an Associate Editor of *Leadership and Organisational Development*. He has published in a number of refereed academic papers including *Human Resource Management Journal*, *Work Employment and Society*, and *The International Journal of Human Resource Management*, and has attracted substantial research funding from prestigious organisations (including Advance HE and the Economic and Social Research Council).

**Sandra Moffett** is a Reader in Business Analytics and Head of the Ulster University Business School based on the Magee Campus. She is a Core Member of the Business and Management Research Institute contributing to the UK’s Research Excellence Framework with 3- and 4-star papers. Her expertise on knowledge management contributes to her being one of the UK leading authors in this field. She has over 100 internationally recognised publications. She has received a number of research awards and citations for her work. External funding has enabled her to undertake extensive quantitative/qualitative research to benchmark AKnowledge Management (KM) implementation within UK companies. She

supports a number of UK and Ireland companies design, implement, and measure the performance of technical systems through consultancy and knowledge transfer projects.

**Fergal O'Brien** is an Assistant Dean Graduate & Professional Studies at the University of Limerick and Senior Lecturer in Finance at the Kemmy Business School. He holds a PhD in finance from Lancaster University. He is currently working on a number of research projects including the role of tacit knowledge in organisations and risk management strategies in agriculture. He has been recognised for his teaching by being awarded the Jennifer Burke Award for Innovation in Teaching and Learning as part of a University of Limerick team. He is a Board Member of World Sports Team.

**Huub Ruël** is Professor of International Business and Global Talent Management at Hotelschool The Hague. His research focuses on the role, actions and relationship building activities of multinational corporations in the international business and international relations arena. Furthermore, his research focuses on talent management in the hospitality industry and the role of technology in talent management and human resource management.

**Simon Werther** is a Professor of Leadership at Munich University of Applied Sciences, Germany, Department of Tourism. His academic interests include leadership development and talent management, survey feedback, and new working environments, such as coworking and agility. He is a Jury Member of the HR Innovation Award. After studying Psychology at Ludwig-Maximilians-Universität Munich, Germany, and Peking University, China, he was the Founder and Managing Director of several companies with a focus on personnel and leadership development and digital HR software. Afterwards, he was a Professor of Innovation Management at Stuttgart Media University, Germany. He holds a doctorate in Psychology from Ludwig-Maximilians-Universität Munich.

**Judith Woods** is a Lecturer in Organisational Behaviour at Ulster University. She is a Senior Fellow of the Higher Education Academy and has been involved in the development and delivery of a range of programmes in the field of innovation and creativity. Her research interests primarily lie in the field of innovation with publications exploring the efficacy of policy support programmes for SME growth as well as the impact of collaboration and networking on innovation performance. She is an Associate Editor of the *Journal of Leadership and Organisational Development* and has published in a range of high-quality journals including *Entrepreneurship and Regional Development* and *IEEE Transactions on Engineering Management*.



*This page intentionally left blank*

# List of Contributors

David W. Brannon	Postdoctoral Researcher Hotelschool The Hague, The Netherlands
Ralf Burbach	Head of Hospitality Management Technological University Dublin, Ireland
Celine Chang	Professor of Human Resource Management Munich University of Applied Sciences, Germany
Jonathan Christensen	Chief Executive Officer Bidmii International Inc., Canada
Diana Clayton	Senior Lecturer in Human Resource Management Oxford Brookes University, UK
Donagh Davern	Lecturer in Hospitality Management Munster Technological University Cork, Ireland
Judie Gannon	Senior Lecturer in Human Resource Management Oxford Brookes University, UK
Thomas Garavan	Professor of Leadership Practice University College Cork, Ireland
Ann Marie Gill	International Human Resource Consultant Burren Business Solutions, Ireland
Julia Christensen Hughes	Professor and former (founding) dean, Gordon S. Lang School of Business and Economics, University of Guelph, Canada
Stefan Jooss	Lecturer in Management University College Cork, Ireland
Anna Klenert	Senior Lecturer in Hospitality and Tourism Management Oxford Brookes University, UK
Anastasia Kulichyova	PhD Candidate Ulster University, UK
Geraldine Matthews-Smith	Senior Lecturer in Marketing, Sales, and Entrepreneurship Edinburgh Napier University, UK

*xviii* *List of Contributors*

Martin McCracken	Research Director and Senior Lecturer in Organisational Behaviour Ulster University, UK
Sandra Moffett	Reader in Business Analytics and Head of the Ulster University Business School Ulster University, UK
Fergal O'Brien	Assistant Dean Graduate & Professional Studies and Senior Lecturer in Finance University of Limerick, Ireland
Huub Ruël	Professor of International Business and Global Talent Management Hotelschool The Hague, The Netherlands
Simon Werther	Professor of Leadership Munich University of Applied Sciences, Germany
Judith Woods	Lecturer in Organisational Behaviour Ulster University, UK