



TALENT MANAGEMENT

Managing Talent: **A Critical Appreciation**

STEPHEN SWAILES

Managing Talent

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, 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, Snejina Michailova and Dana L. Ott

Talent Management

Managing Talent:

A Critical Appreciation

EDITED BY

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

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

First edition 2020

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British Library Cataloguing in Publication Data

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

ISBN: 978-1-83909-094-3 (Print)

ISBN: 978-1-83909-093-6 (Online)

ISBN: 978-1-83909-095-0 (Epub)



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Stephen Swailes is Professor of Human Resource Management at Huddersfield Business School. His research interests have focussed on organisational commitment, management education, and team performance leading up to his current interests in talent management which focus in particular on ethics and power relations. He has published over 50 papers and several book chapters and is the Co-author of *Organizational Change* published by Pearson and Joint Editor of *Managing Talent: Understanding Critical Perspectives* published by Palgrave Macmillan.

Marian Thunnissen is Professor at the Utrecht School of Governance of Utrecht University and also at the School of Human Resource Management and Applied Psychology of Fontys University of Applied Sciences in Eindhoven. Her current research is focussed on the identification, attraction, and development of talent, in particular in the public sector. Her recent interests concern a 'team-based' talent management (TM) approach, the role of the line manager in TM, and the dilemmas and tensions organisations experience in developing and implementing TM. She is a leading author on TM and has co-authored several academic- and practice-oriented articles as well as book chapters on TM in knowledge-intensive organisations, the public sector, and academia. She is the Editor-in-Chief of the *Dutch Journal of HRM*.

Barbara Zesik has over 25 years' experience in a variety of senior and executive roles in Human Resources and Organisation Development in a number of industry sectors including IT, financial services, FMCG, global mobility, education, and digital marketing. Passionate about people and organisational development, her experience includes culture change, organisation design and restructuring, talent management, learning and development, mergers and acquisitions, as well as coaching and leadership development. She is a certified Master Practitioner and Trainer of NLP, holds an MSc in People and Organisation Development from the University of Sussex, and a Doctorate in Business Administration from the University of Surrey.

Foreword

Talent Management is a new series of books edited and authored by some of the best and most renowned researchers in the field of talent management. As its name suggests, this Emerald 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 human resource management, organisational psychology, strategy, and international business. This series features monographs and edited collections exploring both research and practical perspectives on contemporary talent management. The main aim of this series is to provide a forum for the publication of novel perspectives on talent and talent management from across disciplinary divides. It also provides the opportunity to explore new and innovative issues and topics in this area in greater depth.

This Emerald series, *Talent Management*, is intended to serve the growing market of global scholars and practitioners who seek a deeper and broader understanding of the role and importance of talent management in organisations. This series focusses on key areas of talent management practice as well as analyses at different levels from individual to societal. With this in mind, all books in this series provide a thorough review of existing research and multiple examples of companies around the world, wherever applicable. Given the nature of the subject at hand, the authors and editors of the books are global in their scope and the leading scholars in their respective areas. They bring exceptional knowledge of, and expertise in, the issues of talent management they address, and in some instances, the authors are the forerunners of their topics. We feel very fortunate to have such a distinguished group of academics involved in this series.

The second book in the series takes a welcome critical perspective on talent management and specifically provides a critique of the exclusive/elitist perspective which dominates the mainstream talent management literature. It also highlights a variety of pitfalls that the extant literature largely ignores. This book is appropriately titled *Managing Talent: A Critical Appreciation*, and it unearths and unpacks the most important questions which emerge from viewing mainstream approaches to talent management through a critical lens. In achieving its objectives, this volume takes an in-depth look at approaches to identifying, developing, deploying, and retaining talented employees in an organisation and to understanding the philosophies behind organisational talent management programmes. The contributors to *Managing Talent: A Critical Appreciation* offer an array of views that are aimed to inform further research and practice in talent management.

It goes without saying that the publisher and editor are vital partners in making this series possible. In particular, we want to express our sincere gratitude for the work of our series editor, Niall Kennedy. He has always been very encouraging of the *Talent Management* series and instrumental in providing the necessary support to us and the authors and editors in the series. We also would like to thank the Senior Content Editor, Sophie Barr, for her help in making this series a success. Together we are all very excited about the *Talent Management* series and hope you find an opportunity to use and benefit from *Managing Talent: A Critical Appreciation*, as well as all other published and upcoming books in the series!

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April 2020