

# Talent & career management



Talented employees possess valuable competencies required for organisational success. Employees may also have latent talent that can be developed.

In an increasingly competitive global environment, talent and career management is critical for all organisations.

## **THE NEED FOR TALENT & CAREER MANAGEMENT**

Organisations must differentiate themselves from others if they are to succeed. Their human resources are crucial to this. Businesses need people who possess the skills, knowledge and behaviours that comprise desired competencies.

Talent management involves recruitment, selection, development, deployment and retention of personnel capable of delivering organisational objectives efficiently and effectively.

Employers must have the right people, in the right place, at the right time, and at the right cost. If organisations are to achieve this goal, their employees must align with organisational objectives. This is more likely if they can see how their career prospects will be enhanced by their employer.

Employees value international

experience and offering this helps to build positive employment relationships. Employers thus need to consider strategic choices in how to provide international experience for employees while also meeting global organisational goals.

## **STRATEGIC TALENT RESOURCING CHOICES**

Organisations can resource international positions in a variety of ways. They can draw personnel from the headquarters or home country, the host location, regionally, and/or from wider global operations. Each approach presents a range of advantages and disadvantages.

Resourcing from the home country, regionally or globally involves relocation with the costs involved in moving individuals and their families, alongside compliance requirements. Resourcing locally gives promotion opportunities to local people and keeps relocation costs down but does not develop the wider cultural competencies usually considered necessary for global leadership.

Most organisations use a mixed approach, resourcing as appropriate for the competencies required for specific positions. A further option is to provide virtual assignments whereby the employee works on international projects from the home country.

## **CAREER PATHS & SUCCESSION PLANNING**

Organisations must think ahead to identify talent. Technology can be used to plan career paths, ensure succession planning, and manage assignments. Data can be drawn from performance management and employee development reviews to identify specific and generic competencies alongside international and cultural experience. This can be used to select individuals and determine training requirements.

## **INTERNATIONAL ASSIGNMENT OPTIONS**

Organisations can use a number of different approaches to managing and developing talent globally. These include organisational-initiated assignments. These may take the form of long-term, short-term, rotational, and commuter/frequent flyer mobility or one-way transfers.

Organisations may also call for self-initiated mobility. Individuals can volunteer for international internal vacancies.

Young people may be developed via graduate development programmes. These usually involve a series of assignments providing experience of different job roles, countries and cultures. Management/leadership development programmes can also make use of a variety of international assignment types.

## **GAINING HOME-BASED INTERNATIONAL EXPERIENCE**

Options for career development that may not necessarily involve physical mobility include the use of global coaching and mentoring programmes, networks and action learning projects.

Virtual assignments enable individuals to gain international experience by working in global teams while remaining in their home country.

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