

Talent management –
,getting‘ to all members of the company

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Talent Management in Organisations

Need for management:

- Motivating and activation employees
- Knowing what talent is: diagnostic competences
- Knowing about other jobs and departments in the company
- Acting in accordance with that

Talent Management in Organisations

So far: often rather static (focus on NOW)

Needed: dynamic (focus on FUTURE)

Johan Cruijff said:

Do not pass the ball to where the receiving player is at the moment you pass it, but to where he **will be** when he keeps moving.

(Winsemius, 2004)

Talent Management as Innovation and as Diffusion of Innovation

Knowledge management is not enough (static)

(Ongoing) Development is needed:

At different levels:

- Manager
- Department
- Level of management (all managers)

Need for management: ongoing changes in:

- Motivating and activation employees
- Knowing what talent is: diagnostic competences
- Knowing about other jobs and departments in the company
- Acting in accordance with that

Level: crossing borders of departments + Development 'over borders'

Measures: example

Boundary crossing:

Wenger (2000):

Brokering

- Broker: Boundary spanners, Roamers, Pairs

Boundary objects

Bounday interactions

Measures: example

Innovations and Diffusion

Moss Kanter (1983: 1988)

Innovation:

Change Masters:

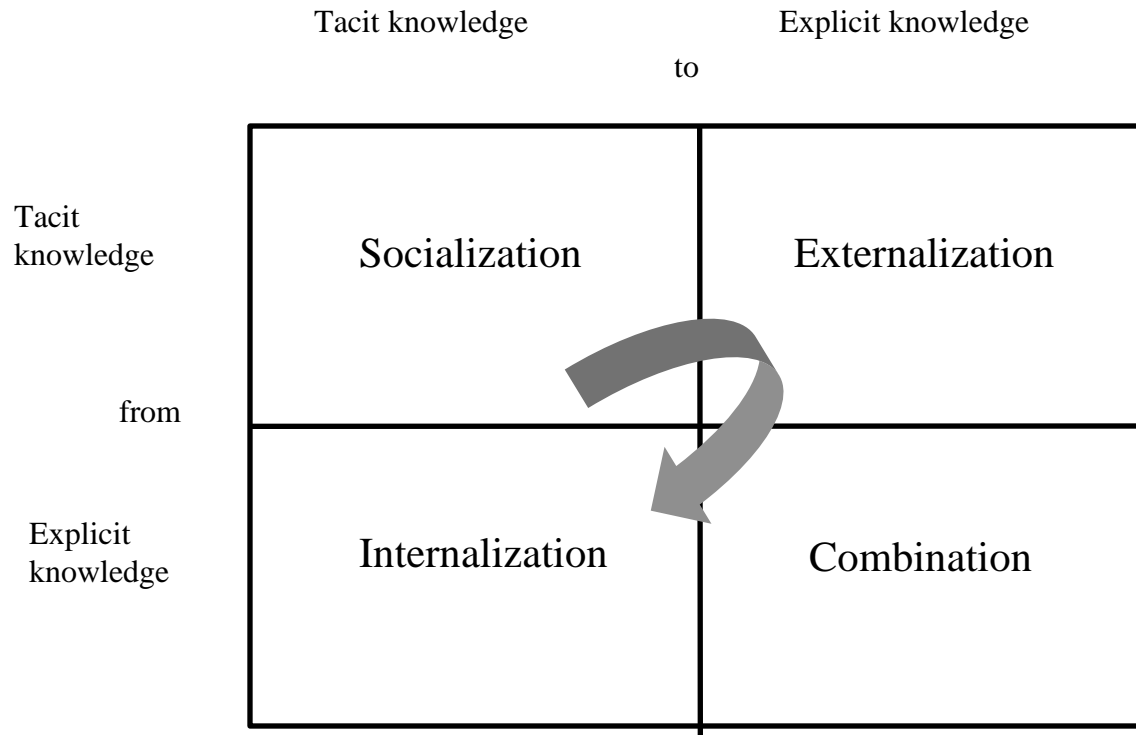
- Emphasis on results
- Create teams, make teams responsible
- Create atmosphere: emphasis on value of the people

Diffusion:

Active Agents:

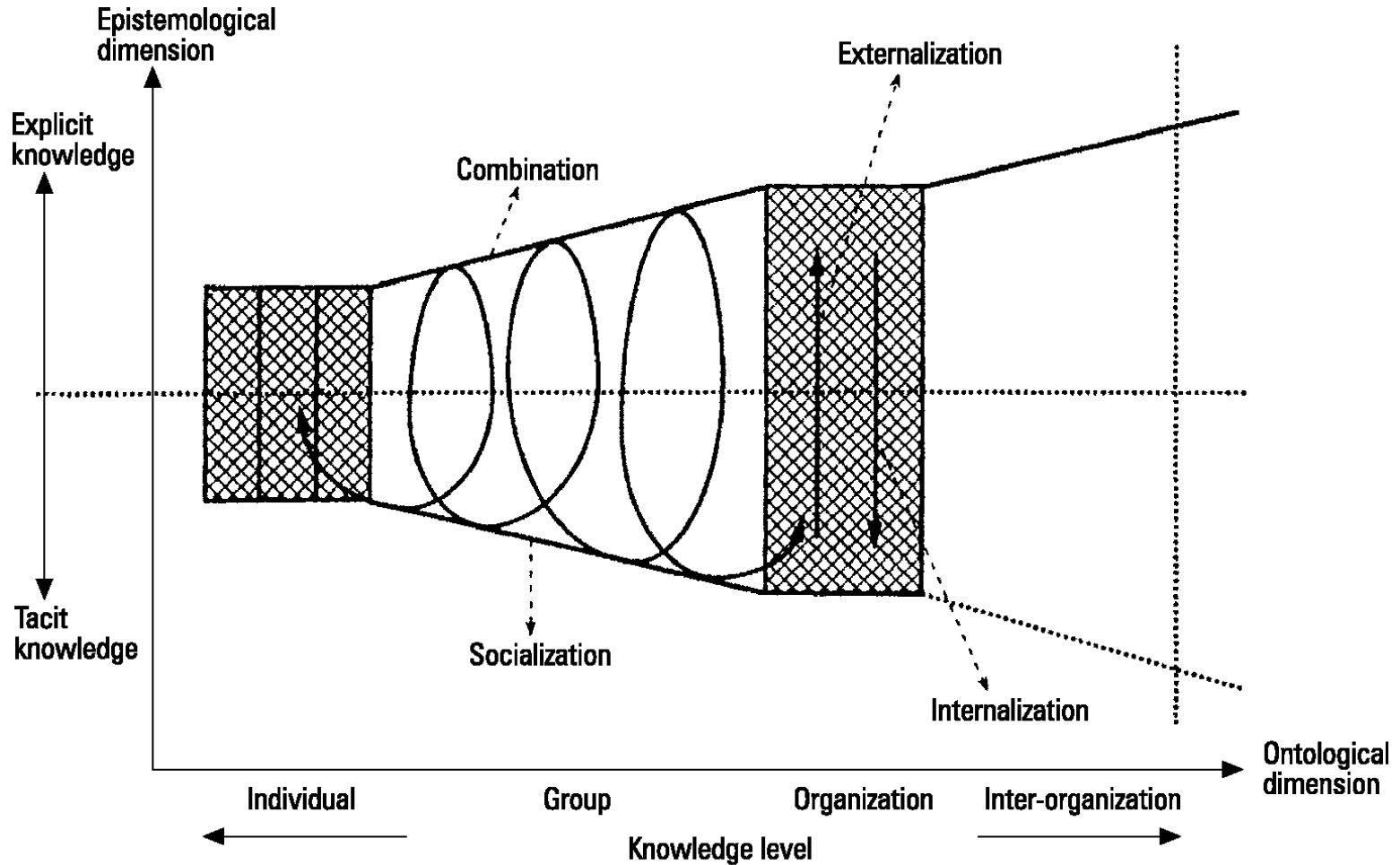
- Communication between departments
- Option: groups with responsibility to diffuse innovations
- 'new' context: prepare on changes and changing (anticipation)

Measures Example:
Nonaka & Takeuchi (1995) – modes of knowledge creation



(S) e.g. gathering new knowledge, insights (also outside externally) (E) e.g. use of metaphors, analogies, models, (C) e.g. presentations, manuals, documents (I) e.g. learning by doing

Nonaka & Takeuchi Spiral of organizational knowledge creation



Measures: examples

Wenger: (boundary crossing) brokering, boundary objects, boundary interactions

Moss Kanter (innovation and diffusion): change masters, active agents

Nonaka & Takeuchi: (learning organisations): SECI

→ Improvement in companies: Dynamics, Change

→ Development of employees (all), knowledge and organisations



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Thank you for your attention

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