



KNOWLEDGE AND TALENT MANAGEMENT

KALPANA SINGH

Research Scholar

BARKATULLAH UNIVERSITY BHOPAL

EMAIL: kalpanasingh_17@yahoo.co.in

(M): 9300558848

ABSTRACT

The purpose of this paper is to examine how the principles of knowledge management (KM) initiatives. can be leveraged to enhance talent management (TM) in an organization's

Design/methodology/approach – This paper critically reviews the literature pertaining to the emerging concept of TM and specifically that which focuses upon 'smart talent management' i.e. the fusion of TM and KM concepts.

Originality/value – The fusion of TM and KM has so far only been considered from a HR perspective. This paper examines the fusion of the two concepts from a KM perspective and details four specific KM concerns which can benefit from the integration of a TM approach.

Keywords: *Knowledge Management, Talent Management, Career planning.*

INTRODUCTION

The challenges provoked by global processes and quick changes demand constantly amplified and maintained knowledge both from organizations or individuals, and this does not only have socio-political and economic management consequences. This is very true from different points of view for the army as well. The problems of teaching, education and executive training must be dealt with special care also within the sphere of the defence. To accept the primary importance of modernization and innovation, to resolve contradictions in the interests to develop human resources one needs growing, more profound and wider knowledge concerning the possibilities to develop personality and the limits of this possibility. The so called soft competencies of the



personality, through the development of which the penetrability between the civil and the military spheres can be assured, should be placed in the focus of the talent management.

THE KM FIELD – A DISCUSSION OF ITS EVOLUTION

The field of KM first emerged in the mid 1980's in response to the growing strategic importance of the firms' knowledge assets. A review of KM's evolution to date reveals that the concept has been used as a vehicle for change in other fields such as IT, strategic management, and HR. Initially, the KM field was synonymous with IT. While it was generally recognized that KM had something new to offer, it seemed to be in danger of being hijacked by the IT community and turned into a vehicle for marketing new IT systems (Coakes et al., 2002). Firms with a genuine interest in KM in the 1980's were advised to adopt IT-centric solutions which usually involved investing in systems such as Lotus Notes to capture, codify, and store every imaginable variety of knowledge, including best practices, competitive intelligence, observations about customers, learnings from previous projects, and so forth (Davenport, 2005). While the KM field has come to learn the value of informal and community based approaches (Wenger et al., 2002; Cross and Baird, 2000; Hansen et al., 1999), the influence of the IT community is still prevalent today. The field of strategic management has also adopted a knowledge perspective in order to progress models of how competitive advantage is achieved. Scholars have criticized the dominant equilibrium-based paradigms, such as Porter's Five Forces (Porter, 1985) and the resource-based view (Barney, 1991), for failing to explain sustained competitive advantage in dynamic industries (Eisenhardt and Santos, 2002). These paradigms only explain superior performance at a point in time and offer little in understanding how this performance can be consistently achieved. Consequently, strategy theorists turned their attention to developing dynamic theories of sustained superior performance (Porter, 1991; Teece et al., 1997) and one hire the most qualified and valuable employees but also to put a strong emphasis on retention.

TALENTS VERSUS KNOWLEDGE WORKERS

Most organizations do not know how to distinguish between their talents and knowledge workers. All talents are knowledge workers, but not all knowledge workers are talents. Talents are more than knowledge workers. To operate successfully, every organization needs both talents and knowledge workers. Knowledge workers may become talents through dedication and a well-defined goal, but most don't make the transformation. The following are seven differences between talents and knowledge workers.



KNOWLEDGE WORKERS CONSERVE THE RULES:TALENTS MAKE AND BREAK THE RULES;

The main difference between talents and knowledge workers is that talents break the rules, create, initiate, invent, direct, and send—talents take initiative, they are proactive. Knowledge workers, in general, do not. Knowledge workers take orders. They are studious and obedient people. Just because a person is brilliant or has a Ph.D. does not mean that person is talented. One need not be a genius to be a talent.

Breaking the rules is not necessarily the road to glory and wealth. The dot-bombs broke all the rules of business leadership. Many had no visible means of actually making money by offering something for sale. They simply sold their ideas to people with money who clearly did not use diligence in recognizing unrealistic business plans. They broke the rules and bombed out at the expense of many broken lives.

TALENTS CREATE; KNOWLEDGE WORKERS IMPLEMENT

Talents are your ingenuity source. They are creative. But creative talents need support from knowledge workers to make the products and services and get them to customers. For an example in a different arena, scientists are talents who do research with the help of associates (knowledge workers). In business organizations, knowledge workers help talents to transform ideas into reality.

TALENTS INITIATE CHANGE; KNOWLEDGE WORKERS SUPPORT CHANGE

Talents can feel the need to initiate change before it becomes necessary to change. Talents generally initiate change within the organization. But talents need visionary knowledge workers who support the change. Without the support of knowledge workers, it would not be possible for talents to bring about the changes within the organization. Even the rare talents who can intertwine talent behaviors and knowledge worker behaviors as the circumstances demand need the support of additional knowledge workers to implement innovations and changes.

TALENTS INNOVATE; KNOWLEDGE WORKERS LEARN

Talents innovate, and knowledge workers learn and apply those innovations in the organization. Talents are the teachers; knowledge workers are the good students. A talent may create a programming language and teach it to the knowledge workers, who would then learn, use, and refine the language.

TALENTS DIRECT; KNOWLEDGE WORKERS ACT

Talents direct knowledge workers to perform the work. Good knowledge workers learn to deal with the idiosyncrasies that seem to be characteristic of talents. With the direction of talents,



knowledge workers perform their work. Knowledge workers carry out the visions and marching orders of talents.

TALENTS INSPIRE AND LIFT PEOPLE; KNOWLEDGE WORKERS RECEIVE INFORMATION AND MOTIVATION

If you are a talented person, you likely want to help the next generation; you want to lift the people who work around you; you want to see those people become successful. And yet when some of those people fail, you become frustrated. Knowledge workers don't understand this. Often knowledge workers don't understand what talents are after because they are so different. Knowledge workers have to understand what talents are after, what their missions are. Unfortunately, talents are not always good at explaining their ideas and intents to their knowledge workers. No talent is perfect. Talents need to work on their weaknesses as they play to their strengths. If you are a talented manager, and you have 10 knowledge workers reporting to you, you need to take time to get them to share the excitement of the dream with you. Show them your love for what you do and pass that ball to them.

The TMS should be a powerful magnet to talents, demonstrating that the corporation cares about talents and their joy-of-work needs

More organizations should have CTOs and talent management councils whose job will be to manage talent effectively inside and outside the organization. CTOs must hire the best, use the best, and keep the best. **Identifying Talent** describes three ways to identify visible and hidden talents: (a) notice and identify the obvious talents, (b) use a performance-based identification tool, and (c) use a test-based identification tool.

Talent shortage is often the biggest obstacle to a company's growth. More companies need to grow their own talent, instead of just hiring talent. Hiring talent away from a competitor creates a war mentality. In fact, the personnel market is often called the "war for talent" because companies are hiring (stealing) talent from their competitors. Some people cast an unmistakable aura of talent. Others are hidden by impersonal company bureaucracies or overbearing bosses. Year after year, I come across managers who do not know how to identify talented people. Over the years I have met many bright men and women, but management fails to use them effectively. They are frustrated talents and are therefore unproductive talents. If management does not use these talents properly, someone else will. Big benefits come from identifying talents within the company before hiring new employees.



Identifying your own talents before hiring new talents is beneficial because existing talents already know the strengths and weakness of the organization, they are already familiar with the culture, they already know what corrective steps are needed to improve, they take less time in action or implementation of any strategy or idea, and identifying them eliminates recruitment costs. If you still need to hire talent, and you almost certainly will, visible internal talent will help attract outside talent. Talent attracts talent.

Employees *can* change behaviors: Heads-down, obedient doers of what is asked can explode into dynamic leaders of big ideas that can make big differences to your corporation, if they are given freedom to explore and act; the encouragement to champion new ideas; support in championing ideas when the opposition gets tough; bosses who devote the time and energy to listen for understanding and even work on and add to talent's new ideas; or the experience of being rewarded with a "thank you" for out-of-the-box ideas rather than being chastised for wasting time on dreams—in other words, a whole new environment that fosters creativity, not just the daily grind of executing a project. Such environments have transformed wimps into tigers, really strong, agile talents. The challenge is to find the tigers hiding as wimps. It is certain that there are some such people within your organization. Find them and free them. That is what the TMS is all about.

Conversely, all employees have to be accountable for what they do. If some people don't perform, get rid of them. If you want to move fast, you have to get rid of dead weight. You can't afford people who just go to work from 8 to 5, check e-mail, or surf the Net. This is the flip side of what the TMS is all about.

Talents within the organization often stand out as different. Bosses, peers, and subordinates all recognize obvious talents. However, some talents are hidden by the system. Some talents are quiet, unassuming, and mild mannered. Such people are sometimes difficult to identify as talents. In these instances, other assessment tools can be used. The method of identifying talents is to pay attention, notice, explicitly identify them, and put them on the talent track.

CURRENT APPLICATION OF TALENT & KNOWLEDGE MANAGEMENT

In adverse economic conditions, many companies feel the need to cut expenses. This should be the ideal environment to execute a talent management system as a means of optimizing the performance of each employee and the organization. Selection offers are large [return on investments](#). Job analysis and assessment validation help enhance the predictive power of selection tools. However, within many companies the concept of human capital management has



just begun to develop. With more companies in the process of deepening their global footprints, more questions have been asked about new strategies and products, but very few on the kind of leadership structure that will bring them success in their globalization process.^[11] “In fact, only 5 percent of organizations say they have a clear talent management strategy and operational programs in place today.”^[12]



CONCLUSION: KNOWLEDGE AND TALENT AS ELEMENT OF SUCCESS

Thus we are not sentenced to continuous success and victory. The symptom is highly complicated and complex. Nowadays we can also meet a special type of the talented workforce, the science nomad: „the science nomad can be interpreted mostly in science intensive fields of work, but cannot be narrowed only to the advisory and IT-sector.



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