

FEMINIST TALENT MANAGEMENT**Ms. Waseem Fatima* | Dr. S C Behl******PhD Scholar, Himalayan University, Itanagar, Arunachal Pradesh, India.****Research Supervisor, Himalayan University, Itanagar, Arunachal Pradesh, India.***ABSTRACT**

Talent Management is gaining precedence in organizations worldwide. The past 20 years have seen Talent Management strategies growing but there is still progress to be made at the methodological front as it encompasses Talent Management being omnipresent and not take care of individual characteristics of employees based on their gender. The gender dynamics are completely disregarded or overlooked that defeats its very purpose. In this research, we study Talent Management since its inception and how it is defined basically in masculinistic terms and how the concept is adopted as being gender neutral and objective instead of gender specific and observational. We propose that forthcoming research take these concerns into account and provide ample power and weight-age to gender specific strategies that make them more defined and successful.

KEYWORDS: Talent Management discourse, feministic structure, masculinities, femininities, individuality, meso-level.

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FOUNDATIONS OF TALENT MANAGEMENT

Gender sensitive meaning and definition of Talent management still remain obscure in some context, even in today's technologically advanced state. This article elaborates the underlying commonalities in diverse definitions of talent management and its critical analysis. Talent management till date is struggling with fragmented definitions that mar its effective implementation affecting progress of an organisation. The domain of Talent management could benefit from a logically defined structure and highly coherent pattern by critically analysing its constraints and then prevailing over them. This article also analyses whether or not the talent management ideology has evolved as a philosophy.

By understanding the founding stones of talent management, we can infer the significance of talent management and its indisputable contribution to the growth of an organization. We analyse the core principles that shaped talent management as an ideology in comparison to the existing presumptions and deliberations that propel its decisive narrative. We can then compare these narratives against its expansive academic implications. The article gives a historical presentation of facts that outline the evolution of talent management as a successful and critically significant concept. An array of justifiable concerns by critiques was contested over time that led addressing them in a rational manner. Talent management definitions are slowly progressing to an era of coherent and clear instructions to overcome talent issues.

Talent management field is facing clarity similar to IHRM debate that has led to development of progressive clarity. In 2010, when talent management was facing rekindled interest by the organisations, IHRM was considered to be still in infantile stage of development due to a shortage of academic and theoretical background. IHRM was considered fragmented and vague and the theories espousing IHRM were intangible and elusive.

The research done by Sparrow in 2009 and Bjorkman and Stahl in 2006 catalogued the evolution of IHRM against its geographical, institutional and traditional backgrounds in a series of developmental thinking. The consequential pattern reflected the expansion due to challenge driven ideology to elucidate the context and the challenges faced by IHRM researchers.

The re-emphasis on aggressive talent management dates back to the early 2010. The academic evidences have re-emphasised the lack of critical analysis in the field of talent management and the restrained attention imparted by human resource strategists and the Human Capital Management (HCM) practitioners to its implementation and practicality.

Talent management was reanalysed by Scullion in 2010 in the *Journal of World Business*, more recently by Vaiman in 2017 in the *Journal of Organizational Effectiveness: People and Performance* and many renowned researches in between. This aggressive debate on talent management led to insights from expansive academic scholars that exceeded the scope of HR paradigm and drew attention to IHRM and global talent management as a critical ideology to be integrated into the organisation.

The advent of IHRM and global talent management led to permeating the inconsistencies in HRM as the researchers were well equipped to scrutinise the institutional and intellectual limitations of HR influenced by talent management. They were however limited by the lack of historical awareness and critique of HR field. Subsequently, the findings of these researchers overlapped and led to critical analysis in the respective fields.

The studies about IHRM debated about talent management being in infant or adolescent stage (Thunnissen et al 2016). The studies pointed to the absence of accurate definitions of talent management that had hampered its development. The definitions of talent management and talent itself are mottled leading to restricted implementations that are focused on development of personnel at the meso-level (organisational) and less preference given to individual's specific development (Blackburn and Swailes 2016) and macro- specific aspects (Vaiman 2018).

Talent management has been re-branded, remodelled and fabricated not only by the academicians but also by the practitioners. They have included the existing literature evidence of HRM into the talent management narrative. The elite handling of talent management is posing ethical dilemma in the broad organisational context.

Talent management is sometimes adopted inclusively and sometimes exclusively leading to further resistance. The proverb “all are equal, only some are more equal than others” is a self-contradicting statement presenting two negating realities. The term equal is used in a relative form instead of being absolute as if there are variations in equality. The ‘some’ are deemed to have leadership or glorified characteristics at the same time being categorised as ‘equal’.

Talent management is not a budding discipline but a fully formed narrative based on the academic contributions made during recent times. The intellectual modifications have been dating much before the talent management concept shaped its narrative. They were termed as its ‘enabling concepts’ that led to refining the perspectives of talent management.

FEMINIST APPROACH

The field of talent management started evolving on a more distinct and clearer path from the time ‘War for Talent’ by McKinsey was published in 2001. The academic and procedural growth of talent management after 2001 was phenomenal. It is evident from the copious papers published on talent management in reputed academic periodicals that talent management was growing and being restructured to accommodate enhanced practices. The academic journals put forth by Morgan & Boussebaa 2008, Schuler & Tarique 2010, Schuler 2011, Collings & Minbaeva 2013, Dries 2013, Ariss 2014, Collings 2015 and Gallardo-Gallardo 2017, reshaped the talent management philosophy. Even though helpful perspectives on global talent management has been developed, sensitive issues like gender equality, ethnic parity, criticism of capital developments still remain unaddressed.

The societal scenario of talent management still ignores gender parity restricted by male dominated expressions. The presumptions made for Talent Management concept and its underlying foundations were not critically analysed in the talent management reviews of the past years. The feminist structure of talent management is an unexploited opportunity for academic analysis, to unearth and eradicate masculinist perceptions that dominated the talent management discourse. This unleashed the silent undertones of the talent compositions and lead into its academic investigation for the organisation.

The feminist structure of talent management interrogates the undertones of what constitutes talent and who can be considered having potential talent and dissect the talent management code of instructions and practice.

The existing Talent management literature ignores the feministic influence in the organisation and assumes that the talent workforce is predominantly male employees which is not only misleading but flawed. The present paper analyses the gender blind literature of talent management by critiquing the inherent and reflective assumptions made by the previous research papers. Collings and Minbaeva in 2013 espoused personalised factors like gender disparities to overcome the hurdles faced in effective implementation of talent management.

The present paper highlights the significance of feministic structural reorganisation of talent management practices against an assumed male specific TM philosophy, investigating the gender specific talent management discourse and champion the cause of gender specific talent management narrative.

We can highlight the predominant masculine discourses of talent management that undermine its effective conceptualisations in the present research. The existing talent management strategies disregard individual gender aspects throughout the talent narrative.

The research highlights that —

- The code of beliefs for structural and feminist aspirations are pitted against the masculine discourse of talent management

- The formal and informal talent management discourses that are predominantly single gender oriented are evaluated against the present issue.
- Stress the need and importance of an all gender encompassing talent management strategy.

The research paper helps to create a theoretical background for functional talent management discussions and invokes queries about its foundations being gender neutral, independent and evident therefore encouraging the strategies to critically exploit inquisition methods to guarantee gender specific individuality throughout the talent management narrative.

MANAGING THE BEST TALENT THROUGH A FEMINIST STRUCTURAL ATTITUDE

Using a feminist approach to talent management statements could draw our attention to the underlying masculinist connotations present in talent management groundwork. When we include a feminist perspective into the relationships, it highlights the gender based power discourses and a different and refreshing perspective as to how information can be processed and constructed for the company's advantage.

The validation of gender backed lens is appropriate, given the focus on disparities between the workforce and global awareness and disapproval of huge inconsistencies in their pay grades based on their gender (Al Ariss and Crowley- Henry in 2018).

A feministic talent management policy should include the following five main characteristics:–

- i) Renounce representational language for constructive expert and reality discourse
- ii) Non acceptance of universal truths biased towards a particular gender
- iii) Focusing on western interpretations by forgoing traditional and fractured discourses
- iv) Highlight power and talent backed domination
- v) Bring out the best of marginalised groups and try to minimise their differences with the other dominant talents

In this article, we are trying to establish that power and language are gender biased and portray masculinist representation that favours men against women. The organisational culture is raging with cultural masculinist domination and leadership theories that support masculine patriarchy not only in the public sector but the private sector as well (Collinson and Hearn, 2018). Men are presumed to be traditional in their authoritative outlook which establishes a power imbalance between men and women. Recent investigations highlight the global authoritarianism of male structural composition and individualisation in political and business realms (Collinson and Hearn, 2018). Researchers like Connell, 2005, brought to attention the cultural dominance of the male gender that justified their essential order in the post-colonial dynamics. The talent management strategies that underline ethical overtures are questioned today by researchers, some of which include Swailes, 2013, Al Ariss, 2014, Festing, 2015; Schinnenburg and Bohmer, 2016. These scholars have drawn attention to 'the snubbed female prospective' particularly in the Asian region and highlighted how talent management translations were gendered by the networks.

Schinnenburg and Bohmer in 2016 overviewed talent management and postulated how deployment and attention to female talents through feminist structural evaluation could accelerate global talent management for multinationals. These researchers have eased the understanding of feminist structural treatment of employees and highlighted the regressive outlook of the present logic and drew attention to evidences of differences in language and individuality of the talents. In this research, we critique the foundation or tenets of talent management and predict other useful criteria to conceptualise the talents.

This outlook highlights the TM objectivity as being gender ignorant and proposes alternate expression to conceptualise talents and voices. We critically analyse the foundational ideologies of TM to theorise a gender sensitive discourse that works for the growth of an organisation.

This article espouses a narrative approach to support the research by establishing the problematic areas or undermining gender claims made by TM ideologists.

Our research analyses the theoretical underpinnings in articles listed and the conceptualisation of TM literature by different scholars. Talent management remains ambiguous in definition as it is explained by scholars in many ways.

War for Talent (Michaels, 2001) is considered the very first referral basis of TM by many scholars and researchers and is chosen for scrutinising the tenets of Talent Management. Critical analysis of our research focuses on highlighting gender deconstruction in management, also broached in management classics and highly acclaimed articles (Simpson 2012). We have shortlisted 20 articles that included talent management in its research or abstracts title for the purpose of sponsoring our thoughts. These articles were selected based on three criteria: “What importance is given to talent management in the article?” “The credibility of the citations to influence talent management ideology” and “Is talent management the primary basis of the approach?”

We categorised the articles by giving credence to keywords, title, citations, forewords, citation counts and research questions. Articles that pertained to talent management in the past five years were given precedence despite not being heavily cited in other articles.

TEXT INTERPRETATION ANALYSIS

Textual interpretation of the data collected has been used in the current research to scrutinise the presumptions made in the beginning of the article and to collect a deeper perspective of talent management rhetoric. Text interpretations help us to delve deeper into the role of texts, languages and their meanings and symbols. Textual interpretations are used by research scholars to deduce language used to draw social boundaries and realities in the organisational hierarchy. It also analyses the chronological events by unravelling what was concealed along with what was being discovered. Textual analysis also helps to zero in on the voices that fashioned the gender dominant power play. It also questions why only a certain expression is used.

The disguised gender dominant references are ingrained in everyday vernacular and therefore are considered normal. Our research highlights the significance of bringing a feminist structural articulation to authenticate their experiences and understanding.

CRITIQUE OF DISSERTATIONS

A critical analysis of talent management research editorials brings to forth the gender biased intersections with logic and power. The research analyses feminist literature and discourses to sketch a linguistic structure to investigate the context of the research. Language emphasis is highlighted to show how it is shaping the perceptions in traditional organisations.

These discourses have credible influence on what is implemented in the organisations and what power dynamics are encouraged. Language and power are a strategic force that is infused in everyday occurrences and language influences societal implications in the organisations.

These gender dominant discourses are entrenched in social organisational pattern and our feministic structural outlook examines these practices in masculine and feminine segregation. We investigate the oblivious gender encouragement in talent management discourses.

The research stipulates that though unconsciously, cultural masculinities and femininities prevail in most of the societal settings and organisations.

The top tiered executive positions are more often than not held by males which validate our premise not only in the regional level but also in the international talent community. The battle for capturing the best talents are

relegated to hiring males and the female communities still suffer discrimination in the organisation when it comes to being promoted to crucial strategic decision making roles.

It has been 19 years since War for Talent revolutionised the management domain and still there is a baffling outlook by organisations to manage the gender specific talent who are continuously being sidelined when it comes to being hired for critical and crucial aspects of management positions.

CONCLUSIONS

Organisations need to ask some decisive outlook revolutionising questions like —

- How can talent management incorporate a feminist post- structural stance to control prejudice, gender bias and racial discrimination
- What discursive procedures can be incorporated in talent management and to what extent?
- How will this inclusion augment talent management to discover unexplored territories?

The talent management strategies prevailing today are in dire need of a reboot which is gender specific and are developed by keeping in mind the specifics that are suitable to these talents.

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