

Index

- acquired talent, 10, 11
- Air New Zealand, 20
- AMO framework, 9
- A players, 8, 24, 35, 40, 88
- A positions, 8, 13–14
- assessing talent, 26
- attracting talent, 17–19, 40–41

- Beechler, S., 85
- Bethke-Langenegger, P., 62
- borrowing talent, 41–42
- Bosch, 18
- brain drain, 84
- brain exchange, 80, 84
- brain gain, 53, 68
- buying talent, 41–42, 69

- Chabault, D., 88
- challenges
 - ethical, 47
 - in retaining talent, 20–22
 - in small advanced economies, 52, 54, 58, 67, 70, 72
 - in TM in New Zealand, 77–88
- Cho, W. K., 83
- Collings, D. G., 39
- commitment, 10, 48. *See also*
 - employee commitment
- Committee for the Future Economy, 63
- competence, 10, 68, 80
- competence × commitment × contribution, 9–10
- competitive advantage, 9, 13, 14, 16–17, 19, 22, 57, 72–73, 78, 87
- competitiveness. *See* talent competitiveness
- competitive strategy, 26
- contribution, 14, 22, 29, 43, 46
- corporate value, 13

- Craig, Ian, 25–32
- crown prince syndrome, 49
- cultural capital, 12
- cultural considerations, 43, 47–48
- culture, 10–12, 16, 33, 39, 75, 82
 - corporate, 22, 85
 - Deloitte, 92
 - Eastern European, 8
 - egalitarian, 66
 - ethical, 47
 - housing, 90
 - Latin American, 8
 - national, 35
 - organizational, 33, 39, 41, 47, 49, 86, 88
 - talent influenced by, 7

- Decoding Global Talent, 24
- Dell, 18–19
- Deloitte New Zealand, 91–92
- development talent, 11, 16, 19–20, 41, 59, 62
- directors of talent, 26
- disproportionate investment, 16, 42
- Dries, N., 35

- elite talent management, 36
- employee commitment, 62
- employer brand proposition, 18
- employer value proposition (EVP), 18
- ethical considerations, 5, 47–48
- EVP. *See* employer value proposition (EVP)
- exclusive-developable TM, 37–38
- exclusive-inclusive talent management (TM) continuum, 4, 33–36, 36f, 38f, 39, 58f
- exclusive-inclusive talent management (TM) divide, 4, 34–35
- exclusive-people TM, 37–38

- exclusive-position TM, 37–38
 exclusive-stable TM, 37–38
 Expatriate Ordinance (OEXPA), 61
 expatriates, 4, 63–64, 66–67, 74, 82, 85, 87–88
 external talent, 17, 40, 53
- Facebook, 91
 Festing, M., 70, 71, 88
 Fisher & Paykel Healthcare (F&P Healthcare), 90–91
 fully exclusive talent management (TM), 35, 36f. *See also* talent management (TM)
 fully inclusive talent management (TM), 35, 36f, 98. *See also* talent management (TM)
- Gallardo-Gallardo, E., 87
 gender diversity, 18
 Glass, H., 83
 “glass ceiling,” 40
 Global Long Term Strategic Plan, 26
 Global Schoolhouse, 63
 Global Talent Competitiveness Index (GTCI), 5
 the Global Talent Crunch, 24
 global talent management (GTM), 52, 72–75, 83, 97
 Global Talent Managers, 26
 Global Talent Trends, 24
 gross domestic product (GDP), 54, 58–59, 68
 GTCI. *See* Global Talent Competitiveness Index (GTCI)
 GTM. *See* global talent management (GTM)
 Guerci, M., 85
- Harsch, K., 70
 Heckman, R. J., 87
 Hewlett Packard, 19, 20
 high-potentials employee. *See* A players
 hoarding of talent, 31
- HRM. *See* human resource management (HRM)
 Hulin, A., 88
 human capital, 12–14, 34, 52–53, 59–60, 68–69, 73, 77, 80, 87, 98
 human resource management (HRM), 4, 15, 25, 33–34, 39, 44–45, 52, 71–74, 98
 differences from talent management (TM), 23–24, 45
 in New Zealand, 77–78
- Iles, P., Chuai, 37
 IMD World Talent Ranking, 5, 51, 53, 60, 64, 65–66
 IMF. *See* International Monetary Fund (IMF)
 inclusive-developable TM, 37–38
 inclusive-people TM, 37–38
 inclusive-position (social capital) TM, 37–38
 inclusive-stable TM, 37–38
 Inkson, Kerr, 44–46
 innate ability, 10
 innate gift, 8
 innate talent, 10–11
 input pillars, 53
 internal talent, 17, 40, 53
 International Monetary Fund (IMF), 54–56
- job satisfaction, 20, 62
- Krishnan, T. N., 91
- large advanced economies, 5, 51, 56–58–59, 66–68, 97
 Lazzarini, S. G., 72
 Lewis, R. E., 87
 Lopes, S. A., 35
- macro talent management (MTM), 52–53, 64, 74
 make or buy talent, 39–42
 make or buy trade-off, 39–42, 97

- making talent, 41–42
- medium sized enterprises, 2, 5, 71, 98
- Mellahi, K., 39
- Mercer Global Talent Trends Survey, 69
- Meyers, M. C., 36–37
- micro firms, 2, 5, 70–72, 78–79, 81, 97–98
- micro-multinationals, 70
- MNE. *See* multinational enterprise
- motivation, 7, 13, 22, 37, 42, 45, 49, 52, 62, 73
- formula, 9–10
- MTM. *See* macro talent management (MTM)
- multinational enterprise (MNE), 25–26, 28–32, 52, 70, 72–75, 97
- natural ability, 10
- Naulleau, M., 72
- New Zealand, 2, 6, 8, 26–27, 30–32, 35, 54, 70, 77–96
- chief executives, 78
- Small Advanced Economies Initiative, 54, 56
- solutions to TM challenges, 82–88
- Talent Lead, 26
- TM challenges, 79–82
- Nokia Corp., 85
- Northern Ireland Department for the Economy, 54
- Norway, 5, 52, 55, 57, 59–60, 65–67, 70, 81
- object approach to, talent, 9
- OECD. *See* Organisation for Economic Co-operation and Development (OECD)
- OEXPA. *See* Expatriate Ordinance (OEXPA)
- opportunity, 9
- Organisation for Economic Co-operation and Development (OECD), 54, 58–61, 65–67, 70, 79–81
- organizational commitment, 20
- organizational culture, 49
- organizational performance, 62
- output pillars, 53
- partial exclusive talent management (TM), 36
- partial inclusive talent management (TM), 36, 73
- perceived distributive justice, 46
- Perryer, C., 85
- person-job fit, 71
- person-organization fit, 71
- Pick, D., 85
- point in time evaluation, 27
- political capital, 12
- portability of talent, 40
- potential, 12–13, 27
- practice, 3–4, 7–9, 11–12, 14–17, 20–37, 39, 42, 44, 48
- proposition. *See* employer brand proposition; employer value proposition (EVP)
- psychological contract, 43–44, 46
- Pygmalion effect, 48
- reactive TM, 71
- readiness factor, 53
- repatriates, 80–82, 84, 87–88
- retaining talent, 11, 20–24, 36, 60, 62–63, 64–65, 67, 81–82, 87–90
- retention-based TM, 71
- Romanes, Bridget, 89–95
- Savanevičienė, A., 35
- Schäfer, L., 70, 71
- Schuler, R. S., 74
- Science, Technology, Engineering, and Math (STEM), 19
- Scott-Ladd, B., 85
- Scullion, H., 70, 71
- self-confidence, 48
- self-management, talent, 44–46
- Singapore, 5, 52, 56–57, 59–60, 63–66, 69, 81, 90
- Skilling, D., 57

- small advanced economies, 5, 51–75
 challenges, 58–59
 compared with large advanced economies, 56–58
 macro talent management (MTM), 52–53
 roles in talent management (TM), 59–75
- Small Advanced Economies Initiative, 54, 56
- small and medium enterprises (SMEs), 60, 70–72, 78, 79, 88, 90, 97–98
- small developed economies, 54
- SMEs. *See* small and medium enterprises (SMEs)
- social capital, 12
- social recruiting, 18
- Solari, L., 85
- solutions, 34, 72, 77, 82–88, 97
- Soparnot, R., 88
- STEM. *See* Science, Technology, Engineering, and Math (STEM)
- Stop Mass Immigration, 61
- subject approach to, talent, 12
- Swales, S., 35
- Switzerland, 5, 8, 35, 52, 56–57, 59–63, 65–66, 69, 70, 81
- Systems, Applications, Products in Data Processing (SAP), 85
- talent
 acquired, 10, 11
 assessing, 26
 attracting/attraction. *See* attracting talent
 borrowing, 41–42
 buying, 41–42, 69
 competence × commitment × contribution, 9–10
 competitiveness. *See* talent competitiveness
 culture. *See* culture
 dependence on competitive strategy, 26
 designation, 43
 developing. *See* development talent in Europe, 7
 external, 17, 40, 53
 flows, 53, 68, 81
 high potentials (HiPo's), 8, 17, 28–29
 identification, 12, 26, 41–42, 47
 importers. *See* talent importers
 innate, 10–11
 as innate gift, 8
 internal, 17, 40, 53
 make or buy talent, 39–42
 making, 41–42
 meaning of talent, 7, 10, 15–16, 33, 48, 70
 mismatch, 81
 in North America, 7
 object approach to, 9
 performance, 7–17, 22–25, 29, 35, 37
 platforms, 69
 pools, 16, 19–20, 35, 84
 portability of talent, 40
 as positions, 13–14
 potential, 12–13, 27
 retaining. *See* retaining talent
 self-management, 44–46
 subject approach to, 12
 tell or do not tell, 48–49
 waste. *See* talent waste
 as a what (object), 8–11
 as a who (subject), 12–13
- Talent Acquisition Specialists, 26
 “talent as positions,” 14
 “talent as potential,” 13
 talent competitiveness, 51, 53, 60, 68, 85
 talent flows, 53, 68, 81
 talent grid, 29
 talent importers, 89–90, 93–94
 talent lead, 27–28
 talent management (TM)
 in companies with global mobility activities, 72–75
 decisions, 33–49
 defined, 16–17

- elite, 36
- exclusive-inclusive continuum, 4, 33–36, 36f, 38f, 39, 58f
- exclusive-inclusive divide, 4, 34–35
- vs. human resource management, 23–24, 45
- inclusive, 24, 28, 37–38
- in New Zealand, 77–96
- in Norway, 65–67
- outcomes of, 24
- in practice, 24–32
- reactive, 71
- retention-based, 71
- in Singapore, 63–65
- small advanced economies. *See* small advanced economies
- in SMEs, 70–72
- in Switzerland, 60–63
- training and development activities, 19
- typology of, 36f
- talent management (TM)
 - perspectives
 - exclusive-people TM, 37–38
 - exclusive-position TM, 37–38
 - inclusive-people TM, 37–38
 - inclusive-position (social capital) TM, 37–38
 - talent management (TM) philosophies
 - exclusive-developable TM, 37–38
 - exclusive-stable TM, 37–38
 - inclusive-developable TM, 37–38
 - inclusive-stable TM, 37–38
 - talent mismatch, 81
 - talent pipelines, 18, 20, 30–31
 - talent platforms, 69
 - talent pools, 16, 19–20, 35, 84
 - talent self-management, 44–46
 - talent waste, 80
 - Tarique, I., 74
 - TM. *See* talent management (TM)
 - topgrading, 24
 - Travaglione, A., 85
- United Nations (UN), 54–55, 64
- van Woerkom, M., 36–37
- Vilčiauskaitė, B., 35
- Vodafone New Zealand, 86–87
- “War for Talent,” 14, 22, 37, 77, 81–82, 96
- Williams, Katie, 86
- Woodward, I. C., 85
- World Trade Organization (WTO), 54
- Zenger, T. R., 72