



TALENT MANAGEMENT

# Talent Management: **A Decade of Developments**

EDITED BY

DAVID COLLINGS, VLAD VAIMAN  
AND HUGH SCULLION

# Talent Management

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**Series editors:** Vlad Vaiman and David Collings

This series focuses on talent management, one of the fastest growing areas of research in the areas of business and management. As a topic, it bridges a number of core management areas, including human resource management (HRM), organizational psychology, strategy, and international business.

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# Talent Management: A Decade of Developments

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# Foreword

When I became the EIASM Executive Director, the Talent Management team – Prof. Vlad Vaiman, Prof. David Collings, and Prof. Hugh Scullion – was the first academic group I engaged with. And what an inspiring team of outstanding scholars they happened to be! This team has truly global scope and includes an impressive circle of leading academics with complementary talents who are dedicated to our community: together they are efficient, dynamic, and rigorous as well as warm and welcoming. Working with the Talent Management (TM) team has had a profound effect on me personally.

During the past decade, TM has been one of the fastest growing areas of research in human resources (HR), organizational behavior (OB), and business and management. The EIASM Workshop on TM was launched on April 16–17, 2012, when this theme first emerged, and when its significance was first recognized by the wider academic community. The objective of the workshop was “to create a forum for academic exchange of empirical qualitative or quantitative research in the area of talent management.” Since its inception, the goal was indeed to provide a greater depth in understanding of the role and importance of TM within organizations and to explore synergies between research and practical perspectives on contemporary TM. The original chairpersons, Prof. Vaiman, Prof. Collings, and Prof. Scullion, were the linchpins of the development of a community whose contributions to the academic area of TM can now be observed with respect. This excellent new book contributes very explicitly to the recognition of their accomplishment, and we are deeply grateful to these three individuals for their dedicated commitment and continuous dynamism.

EIASM’s mission is to foster and support high-quality impactful research and doctoral studies in management, governance, and related disciplines. The European Institute for Advanced Studies in Management has dedicated itself to raising the profile of European management research with respect to other established scientific disciplines, as well as the business world. For 50 years, EIASM has been the European network of networks for researchers and doctoral students in management and governance. The TM team continues to provide a strong contribution to academia as well as EIASM’s highly impactful service to the academic community at large.

Established in 1971, EIASM celebrated its 50th anniversary last year, and it is a great pleasure to observe the outcomes of the original Talent Management Workshop. Today, we can clearly see the results which include the rejuvenation and renewal of EIASM academic teams as well as the contributions of individual

scholars, who are deeply committed to the shared mission of benefitting the entire academic community. We can only rejoice in the many accomplishments and achievements of the members of the EIASM Team Management community over the past decade, among which is the Emerald Publishing's book series on Talent Management. We all send our best wishes for future editions, which I am sure will reveal many new achievements, as the perspectives of this book highly suggest.

Prof. Jerome Chabanne-Rive  
EIASM Executive Director

# Preface

*Talent Management* is a series of books edited and authored by some of the best and most renowned researchers in the field of talent management (TM). As its name suggests, this Emerald series focuses on TM, one of the fastest growing areas of research in the areas of business and management. As a topic, it bridges a number of core management areas, including human resource management, organizational psychology, strategy, and international business. The series features monographs and edited collections exploring both research and practical perspectives on contemporary TM. The main aim of the series is to provide a forum for the publication of novel perspectives on talent and TM from across disciplinary divides. It also provides the opportunity to explore new and innovative issues and topics in this area in greater depth.

This Emerald series, *Talent Management*, is intended to serve the growing market of global scholars and practitioners who seek a deeper and broader understanding of the role and importance of TM in organizations. The series focuses on key areas of TM practice as well as analyses at different levels from individual to societal. With this in mind, all books in the series provide a thorough review of existing research and multiple examples of companies around the world, wherever applicable. Given the nature of the subject at hand, the authors and editors of the books are global in their scope and the leading scholars in their respective areas. They bring exceptional knowledge of, and expertise in, the issues of TM they address, and in some instances, the authors are the forerunners of their topics. We feel very fortunate to have such a distinguished group of academics involved in this series.

Having emerged from the practitioner literature in the 1990s, the evidence base in terms of TM research was truly materialized in the late 2000s and subsequent years. The launch of the EIASM Workshop on Talent Management in 2012 coincided with this surge in research interest, and thus this volume – appropriately titled *Talent Management: A Decade of Developments* – is a valuable record of the development of our understanding of TM at a critical time in its evolution. The workshops provide a dedicated forum for the foremost scholars and practitioners in the field and an outstanding generation of new scholars whose research is located in the talent space to come together to consider the key questions which the area faces. Building upon a decade of the EIASM Workshops on Talent Management, this volume brings together leading voices on TM to reflect on the current status of research in their respective areas of expertise. Their chapters



summarize key developments in our understanding of TM over the past 10 years and highlight some priorities for research and practice moving forward.

It goes without saying that the publisher and editor are vital partners in making this series possible. In particular, we want to express our sincere gratitude for the work of our former series editors, Niall Kennedy and David Mulvaney, as well as the current editor, Nick Wallwork. They all have been very encouraging of the *Talent Management* series and instrumental in providing the necessary support to us and the authors and editors in the series. Together we are all very excited about the *Talent Management* series and hope you find an opportunity to use and benefit from *Talent Management: A Decade of Developments*, as well as all other published and upcoming books in the series!

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