Abstract. *This paper presents the opportunity to investigate several points of view regarding talent and its good use in the business environment. Counting on valuable bibliographical sources, I have analyzed the content of the concept and its assumptions, which would help, in the future, to obtain better results. Then a new stage was set and I examined the experience of companies that practice talent management. I've identified factors that influence the implementation of talent management. And, based on very accurate observations, I thought the opportunity of taking over these practices in public institutions in Romania. In our country, talent management is not a new concept, although a few organizations have implemented a talent management strategy using an informatics program that provides all the necessary information about the employees in a second, in order to anticipate the need for human capital, to create a plan to achieve it and to meet the specific talent management needs. Implementing this concept in the public sector would also create benefits for the institution, its employees and for citizens, which would lead to improved performance of the organization, and of the entire sector.*

Keywords: human resources management, talent, ability, skill, talent management, talent management software, public sector.

THE POSSIBILITY OF IMPLEMENTING TALENT MANAGEMENT IN THE PUBLIC SECTOR

Angela VLĂDESCU
The Academy of Economic Studies, Bucharest
6, Romană Square, 1st district, Bucharest, Romania
e-mail: angela_vladescu@yahoo.com

Management & Marketing Challenges for the Knowledge Society (2012) Vol. 7, No. 2, pp. 351-362

1. Introduction

The key element for the organization development is the role of people in the organization; employees have received major attention in the last years in studies, papers, articles or researches. This can be explained by the fact that talent can be any individual who is committed, motivated and performs effectively (Bhatti et al., 2011). Talent management represents the idea of increasing performance using the most important of the organization's resources – the employee, but this a very sensitive approach because if the managers will choose to retain the "inappropriate talent" then the final effect will be opposite.

In the actual economy is mandatory to realize that human capital consists of intangible knowledge, skills and creative capabilities of human element of the organization (Bontis et al., 2002). The successful utilization of individual capabilities can contribute positively to performance and enhance organizational image (Bhatti et al., 2011). In knowledge economy, human capital is the main element, "knowledge is both produced and held collectively rather than individually in knit groups, or communities of practices." (Lang, 2001).

This paper presents the challenges of attracting and developing talented individuals for future leadership roles in organizations from the public sector, because they are one of the sources of competitive advantage. It is very challenging to retain talent with in organization and keep them motivated.

Talent drain is the major challenge faced by the human resources managers, this is why this paper has a particular focus on: how talent is being defined, why should we concentrate on growing interest in talent management, how to manage talent, talent management policies and practices, the role of human resources department and managers in talent management. Therefore it is important to retain talented people by keeping them motivated and committed to the organization.

Competition for talented individuals with the leadership skills is the actual problem for the organizations, the question is - can the organizations from the public sector forget the traditional strategies and develop new strategies based on talent management for attracting candidates, recruitment, employee development, career management? That probably is the challenge of the moment for public sector organizations. In order to face change is very important to have well prepared managers who will manage properly the situation.

2. Talent management: origin of the Concept

The Latin term *talentum* represents the origin of the word *talent*, which stands for gift. The concept of talent is also used as a standard for individuals with a special ability or skill. A person can be described as talented when he or she presents the ability or potential to perform certain things better than other people. It is certain that the term of 'talent' is prevalent in our everyday language use, but there is no single consistent definition when it comes to the field of management.

Talent is one of the facets of human capabilities. In today's economic environment hiring and retaining talent has become the key factor for decision makers (Beechlerand Woodward, 2009).

Talented people do not imagine themselves as followers or have such a feeling, but instead they see themselves as leaders. They want to be treated as leaders as well. Therefore, managing such people by traditional leadership is not effective (Salacuse, 2006).

There are authors that revealed more complex understandings when referring to the term of "talent", as the sum of a person's abilities, of his or her intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character, and drive. It also includes his or her ability to learn or to grow (Michaels et al., 2001).In global markets talent is considered an "asset of the organization,[…], human resource planning should be an indispensable means of engineering effective […], most notably by synchronizing the staffing, appraisal" (Schuler et al., 2002).

Also many organizations acknowledge that talent will change in definition when strategic priorities change (Morton and Ashton, 2005). Also, the talent can be „ [...] a gift that must be cultivated, not left to languish„ (Michaels et al., 2001).Talent is a facet of human capital that brings change in organizational processes and contributes to performance of organization through his capabilities (Halim, 2010).

Talent management means using an integrated set of activities so that the organization may ensure attracting, retaining and developing the talented people that it needs now and in the future (Câmpeanu-Sonea et al., 2011). The organization must consider all people proven to be useful, and the „uncelebrated heroes of corporate performance" are the capable and stable (Armstrong, 2006)The talent management follows the competitive advantage, therefore talent is in direct connection with the organizational context, taking into account the qualifications, capabilities and skills that are expected or required.Talent management is a concern for the key-competences and for people with a special endowment and performance, with the aim of a steady stream of talent (Câmpeanu-Sonea et al., 2011).

Talent management begins with the business strategy and continues with the goal to develop and maintain a "nursery" of talent, which would require employees' professional qualities, loyalty and active involvement (Câmpeanu-Sonea et al., 2011).

Each organization has its own definition and ideal of a talented applicant, which in most cases is different from one to another. It is now clear for all managers that it is not only important to possess a certain market ability or skill, but also to use and increase this talent in the long-run. "Talent" is "a recurring pattern of thought, feeling, or behavior that can be productively applied. […] Talents are rare and special. Talents are everywhere. A nurse has a talent for empathy; a surgeon has a talent for risk. Managers understand that everyone possesses talent that can be discovered and effectively deployed" (Buckingham and Coffman, 1999). Talent can be viewed as "valuable, rare, and hard-to-imitate but the specific prescriptions regarding talent are not always clear" (Lewis and Heckman, 2006).

People who know that they are valuable; they have many options outside the company. They are ready to step out of the company any time if they see a better

opportunity. These options give talented people a strong sense of independence, both from their organization and from their leaders (Salacuse, 2006).

One of the main characteristics of talented people or elites is that they believe that are very special and they also think that they are entitled to special benefits and prerogatives that other people in the organization do not have. Since they know that they are very important for the organization, they frequently negotiate with their leaders to keep them (Salacuse, 2006).

Nowadays managers are more interested in talents, so starting from this concept; they need to be up to date concerning the most important topics referring to top talent, critical talent and talent management. In terms of specialty, top talent is defined and explained as "the top 10% of those available in terms of qualifications, experience, attitude and motivation and who is prepared to work for the rewards offered" (Davis, 2007).

Talented people have often played a role in choosing their own leader. They also believe that "the leader is beholden to them and not the other way around […]". They often have a strong commitment for an institute outside the organization where they work and the signals they get from that outside institute often has an effect on them much greater than anything that the leader can do (Salacuse, 2006).

As about the "critical talent", it can be described as a "combination of scarce in labor market, critical to the organization`s mission, possessing […] core competences and/or professionals working in centers of excellence […]."A complex definition or, more appropriated to say, a precise definition of talent management is difficult to pin down, „[...] because of both confusion regarding definitions of terms used and difference in assumptions made by the authors who wrote about this issue" (Michaels et al., 2001). Also, we can consider the following point of view: "Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations" (Hughes and Rog, 2008).

There are more strategies for managing talented people, such as encourage talented people to share ideas, knowledge and skills with each other. This tactics helps talented people to have wider perspective which is not the same as an individual style; other people's opinion will be acceptable. Or to provide coaching and training programs for talented people, to make sure that everybody in the company feels happy at work. It is also very important to avoid underrating the value of any level of employees. Senior employees need to develop their skills and should be so open-minded as to learn and adapt to any new situation (Salacuse, 2006).

Talent management involves "highlighting and supporting a set of carefully selected employees, referred to as talented individuals, who are seen as critically valuable to the succession planning and the success of the organization. Central issues are thus to attract, recruit, develop and retain such individuals and the concept is extending through a wide set of activities in these different phases" (Bexell and Olofsson, 2005). But, talent management also means preoccupation for the roles, for role flexibility, so that employees have the opportunity to use their talents more effectively (Câmpeanu-Sonea et al., 2011).

Analyzing the need for human capital and the planning to fulfil that need is through talent management (Cappelli, 2008).Analyzing all the expert opinions in the field of talent – talent management we can admit that each organization that realized its value is a distinctive capability that develops long-term sustainable competitive advantage.

The process of talent management is focused on three important aspects: *talent definition and competency planning*; *talent sourcing*; and *talent development*. Therefore managers must understand the need of talent in their organization, concerning the competencies – general and specific – are mandatory, the most important skills, knowledge and behaviours that are necessary to execute the organization's strategy. A superior level of performance can be achieved and sustained by combining the necessary set of competencies and by further improving and deploying them most effectively.

3. Talent management practices

3.1. Applying Talent Management

Talent management is one of the most important processes of organizational success, more important than money, market share, management team or the rest of the organization's resource. We can state that the importance of an organization is influenced by the success in talent management and in managing human capital.

Talent management is focused on an employee's potential and, most important, on an employee's future performance, if given the proper development of skills and increased responsibility in order to achieve the organization's mission. Nowadays organizations are focused on utilizing talent as unique source of competitive advantage (Collings and Mellahi, 2009).

It is very important to show the differences between human resource management and talent management, because there are two processes that can be easily confused: human resource management and talent management. Therefore, the first difference that we have noted is that the talent management system is integrated across all aspects of human resource management. There are important connections between talent management and several main activities of the human resource management. Talent management is a process that ensures the optimal employees for each organization. On the other hand, human resource management is more focused on the development of people. Talent management is viewed as a strategic process and mandatory for the global strategy.

Specialists in the field of human resources have not managed to reach consensus on a number of basic issues in the relationship between human resources development and human resources management, those issues include identity, purpose, boundary and theoretical connection (Wang and McLean, 2007), but most important is that both support the idea of implementing talent management in the organization. Supporting human resources development, global talent management is a concept that refers to the acknowledgement that competent managers represent the key component of global business success (McDonnell et al., 2010).

Managers should be preoccupied with the development of the employee's talent, highlighting the strengths whilst at the same time identifying effective actions to

compensate for acceptable weaknesses. In this respect, a talent management guide should follow, containing all measures needed to implement talent management in an organization; some of these measures have a great impact on performance, so it very important to mention that a measure can be to attract and recruit qualified applicants with competitive experience. Managers should be focused on talented individuals as a shared resource across the organization. The Talent Management process will focus on the behaviors required to lead the organizations towards the future rather than specific job descriptions. Organization develop set of activities to ensure talent development to meet their future needs (Armstrong and Baron, 2007), in order to achieve high performance and flexibility in processes. To retain talent it is necessary to engage them in decision making and keep them motivated otherwise retention of talent is difficult (Martel, 2003).

Other measures that have a great impact on performance refer to retention programs, *promotion* and transition programs and personal development planning. The Talent Management process needs to give the chance of equality and to maintain diversity in an organization, needs to be explicit and transparent, based on performance and potential. It is necessary to manage and to create some standards concerning competitive salaries, to emphasize *training and development* opportunities. Leadership development and Talent Management should be incorporated into a system-wide approach to develop the skills and potential of the entire staff. Managers should not neglect the *performance of management* processes.

These fundamental components are particularly important to ensure that Talent Management is justified within a whole systems approach to learning and development and where there are clear pathways of succession planning leading towards the Talent Management process.

To make talent management possible, it is necessary to overcome a few problems and accept the challenges of the process: first of all the fake impression is that the expenses are considered to be huge in an economy where managers prefer to make some earnings by cutting the budget estimated for employees development. In reality, this has a negative impact on the organization's performance. Secondly, when we consider talent a priority, talent initiatives are often implemented without a strategic plan, without having defined the entire objective. Thirdly, we refer to managers` reaction to talented employees, as most of the people do not encourage the development of others because they feel that their position in the organization is threatened. It is a rare characteristic of one human being to feel sure to prepare someone else to be better and to become essential for the organization. This quality is mandatory for the person who is responsible with the talents recruitment process.

Several advantages can be obtained by practicing talent management in an organization, but the most important are those which have an influence on the organization's performance, such as: to have the right person in the right job allows making skill inventories regarding the potential of the organization. This is very important both for the organization and for the employee, because the productivity and the satisfaction increase.

The strategy of the organization is necessary to be oriented on talents because it has an impact on organizational incomes and outcomes. For any organization keeping the top talent is important for both leadership and rise in the marketplace, so a retention program and the strategy should be developed in connection with the idea that employees will commit to the organization and its objectives. In order to achieve that employees will commit to the organization is mandatory to realize a better motivation of the people by understanding the importance of their development needs, career aspirations, strengths and weaknesses, abilities, likes and dislikes, this can be achieved by better hiring, because the best way to have talent in the key posts means to have talent at the lowest level.

The quality of an organization is the quality of the staff it possesses; this is why the development of a culture of learning within the organizations and development of ability, skills and proficiency is very important. The attraction of talent to the region is a possible source of increasing the source of talents.

3.2. Talent management software

Talent management software, designed to meet the specific talent management needs of a specific sector, can be developed for each field of activity. Generally, software needs to be flexible enough to meet the complex and diverse needs of all sectors of activity and government departments. This type of system needs to be improved and to accomplish the main activities of talent management. A talent pool will be developed, both for the future leaders to be able to face the challenges and for recruitment, selection and induction of the workforce. The program will be able to simplify and reduce paperwork, to assess, arrange and manage goals, so all the employees can be focused on service and performance.

When it is time for appraisal performance, the employees will receive a detailed feedback that they have to use in their own interest, also the advantages of the implementation of bonus performance programs, so that each employee can be rewarded based on his own productivity will stand out.

Using talent management software many issues can be solved, such as duplication of information which will disappear, a database of talent will be created to help identify top candidates and enable more strategic hires. Different solutions for performance management and goal alignment will be available, perfect compensation levels and benefit plans, design training plans based on business goals, creation of development opportunities for top performers and solutions to manage leadership succession planning will be available.

Software designed for talent management will calculate how much the human resources department is spending on recruiting and estimate how much they could save by upgrading the abilities of the workers, will assure a talent database which can provide the future leaders, will transfer key knowledge and relationships. It can also reduce the fluctuation of employees if the managers decide to implement a bonus program based on performance achieved, because when a person in whom the organization has heavily invested and who is the possible choice for future leadership leaves for another organization, then all the efforts would have been in vain and this leads to a huge loss

for the organization. The problem of the inappropriate "leaders" will be finally resolved, because the leaders will be part of a step-by-step program which will prepare and turn the simple employee into a successful "leader".

Mapping workforce potential available, strengths and weaknesses, and special skills and of course ensuring that each employee has an accurate and up-to-date job description is very easy to do when the organization uses talent management software.

Using informatics programs will give the opportunity to the managers to realize the importance of developing new processes, such as learning management or succession planning. Careers will start to develop by providing training needs, certification status and managing learning with ease.

One of the most important advantages is that talent management strategy will be aligned with talent acquisition activities in order to achieve performance management. Another advantage of using talent management software is that managers are taking the decisions in connection with all the information available, for example to invest in the professional development of who has a high potential. The process of talent management can be extended to other levels of the organization in connection with its global strategy.

There are some important companies that created talent management software for different organizations or for specific sectors, such as: healthcare, manufacturing, financial services, education, or for the public sector. For example: Oracle created Oracle's PeopleSoft Talent Management 9.1 which provides enhanced talent management options. The experts from Taleo Company developed a Talent Management Solutions for Small to Mid-Sized Businesses, or the experts from Halogen Software created software called Talent Management that provides Real Strategic Value. From the companies that use talent management software, we can mention: Microsoft, General Electric, Toyota, and Marriott International.

4. Talent management in the public sector

In the current economic conditions, almost all organizations have embraced a policy oriented on reducing expenses. Fiscal and political realities are provoking havoc for governments because of the low budgets, spending cuts are inevitable, and unfortunately the first spending cuts regard the practices concerning talent and training.

But in reality the policy of reducing expenses might be an ideal environment to optimize the performance of each employee and to start applying a talent management in the organization. Although within many organizations the concept of talent management has just begun to be applied and developed, it is certain that this is the key to success.

When the concern of "governments, educational institutions, philanthropic organizations and businesses is focused on talent management, they should turn their interests to access, affordability, and accountability education" (Green and Cheese, 2008). Those orientations stipulate the access to educational opportunities so that education is available at all socio-economic levels, to ensure that the results of educational process are relevant and valuable.

The first way to improve performance within this fiscal and political havoc is to invest in talent, so that the productivity of each employee maximizes and can be maintained at the highest possible level. Each organization from the public sector should understand that only by using talent management solutions they will develop and engage their workforce, will have a real and applicable plan for the leadership and talent needs of the next generation and will make employee to better respond to trainings.

Informatics programs provide talent management solutions and cover the needs of managing talent in an organization. It is believed that the developed technology can make a crucial difference between organizations. Nowadays managers need to exceed the traditional methods and the custom software in order to reach a high performance. The first move should be done by governments because they should be the first ones to be an example and, of course, because of the financial resources that can be invested with the aim of using technology and software programs to improve services and operations in the public sector.

Managers that handle talent should be turned into specialists who can work with the appropriate technology and informatics programs, so that they can develop strategies in order to attain tangible outcomes. In addition, public sector employees can integrate information and operational technologies in order to participate to the improvement of performance and creating value.

Every field of the public sector can become performance, but only by using appropriate talent management software that can help public sector manager in many areas, such as: leadership, talent pools, performance management, learning, career guide or competency management. Performance management, in close correlation with talent management, refers to processes designed to build relationship between people, to identify talent and potential, to plan learning and development and to make the most of the talent that the organization possesses. So, performance management is a way of increasing the people's commitment and motivation level by providing a positive feedback and recognition (Câmpeanu-Sonea et al., 2011). Talent management also means creating a reputation for the organization, which would turn it into a "desirable employer", offering a "wonderful job" (Armstrong, 2006).

In the public sector, leadership is a component that is characterized by rarity so that by using computer programs they can adopt a policy development and retention of people with potential. Most governmental and public sectors need to work on retention of talent; because when someone very high qualified leaves it is very difficult to replace him/her. It is necessary to create a database of high-performing and high-potential employees so as to reduce the effects of losing key-employees who are essential in certain positions.

Talent pools – Represents a database of high-performing and high-potential employees. Creating internal talent pools can prevent future problems concerning talent in the public and private sector.

In the current circumstances it is very important to be able to easily reach the minimum performance indicators set; therefore a talent management system has the role to facilitate the way the organization reaches performance.

Suitable talent software can identify the learning needs of employees in order to fill their gaps so that new capabilities and new directions for action in their career can be developed within the organization. Since learning is one of the key to achieve performance, it is very important that organizations do not give up the training of employees. That is why it is necessary to find solutions to the need to reduce expenses, for example a real solution could be online trainings.

Using talent software will allow managers to build job profiles that will guide career development, training and performance improvement across the organization. Having a career plan for each employee will engage employees in their work and help them to establish goals, to develop the skills needed to meet both individual and organizational aims.

Such competencies as knowledge, skills and behaviors are used to develop employees which are a strategy to achieve the success of talent management initiative.

All of the presented aspects will focus on creating value for the organization; for an organization that acts in the interest of the citizen, it is necessary to ensure that the staff is focused on performance; therefore the quality of the services provided must be at a high level. Any of these policies will not succeed if there are not some instruments for measuring performance, productivity and economical results.

The public sector meets the biggest challenge nowadays: to do more with fewer resources. In the area of talent, it is also necessary to integrate learning, performance and succession with informatics programs. Everything should be arranged step by step, so that all the necessary measures are taken in order to set the right aims, to use the right people for specific jobs, to develop plans and strategies, to eliminate skill gaps and prepare the leaders for the next generation.

5. Conclusions

Today's business environment is changing rapidly and the necessity for an organization to make a difference expresses its needs to possess a highly qualified and motivated workforce. The demand for competent employees is high, especially for key-positions; therefore organizations are exposed to a continuous *"fight"* for the best employees, which results in a competition for the most talented people. The policy of developing and applying talent management in the organization is different from one organization to another, mainly because it is in direct correspondence with its necessities, strategy and objectives.

Some of the biggest challenges in the area of human resources during the recent years have been the discovery, recruitment and retention of skilled and talented people, so that in a top organization is has become mandatory to have the right people in the right places to meet the organization's needs. The concept of talent management can be adapted and applied in many different ways in all organizations. But its main advantage remains: it creates positive effects and performance for all stockholders – employees, customers, business partners and investors. Talent management is a complex process, mainly oriented towards the best interest of the organization, therefore in the public sector as well it will provide and improve efficiency, reduce risk and costs.

Talent management presents the importance of recruiting the right people for the right jobs, in order to reach to higher performance and to achieve the objectives. The concept of talent management involves maximizing the potential of employees, promoting people on their achievements and investing in their development. Talent management practices are applied in many top companies, such as: General Electric, Microsoft, Starbucks, Marriott International, Southwest Airlines, PepsiCo, Coca Cola Company, Cisco Systems and IBM. So, talent management is applied in different fields of activity: tourism, healthcare, manufacturing, services, education.

Boundaries between fields of activity can disappear when talent management is implemented on a common core, but adaptable to specific needs. Appropriate tool to achieve this is represented by talent management software. The utility of talent management software is evidenced by the performance indicators, the productivity and the quality of products / services. Also, a talent management software can provide advantages such as: paperwork will be minimized, a talent pool will be available for the organization in order to know exactly who are the potential candidates for a key-position, each employee will be rewarded based on his own productivity, the gaps in training employees will be easily visible for the management or the workforce needs of the organization.

In the current economic situation, when even the most powerful countries have gone through the economic crisis, talent management is a necessity for public institutions, when the most important move to make is to modernize the activity and in the same time to reduce costs.

In this paper I relied particularly on literature and formal studies, but in the future I will enrich the theory and I will do a research with the purpose to verify assumptions about talent management and its practices.

References

Armstrong, M., Baron, A. (2007), *Human Capital Management - Achieving Value through People*, Kohan Page, London

Ashton, L., Morton, C. (2005), "Managing talent for competitive advantage", *Strategic HR Review*, Vol. 4, No. 5, pp. 28-31

Axelrod, B., Handfield-Jones, H., Michaels, E. (2001), *The War for Talent*, Harvard Business School Press, Boston

Beechler, S., Woodward, I.C., (2009), "The global war for talent", *Journal of International Management*, Vol. 15, No. 3, pp. 273-285

Bexell, A., Olofsson, F. (2005), "Talent management fad or future. Beyond of concept of talent management"*, Jönköping University*, available at: http://hj.se/jibs/en.html, (accessed March 15, 2012)

Bhatti, W.A., Rehman, K., Waris, S., Zaheer, A. (2011), "The effect of commitment and motivation on human talent and its contribution to organizational performance", *Management & Marketing*, Vol. 6, No. 3, pp. 471-482

Bontis, N. (1998), "Intellectual capital: an exploratory study that develops measures and models", *Journal of Intellectual Capital*, Vol. 36, No. 2, pp. 63-67

Buckingham, M., Coffman, C. (1999), "*First, Break All the Rules: What the World's Greatest Managers Do Differently*", Simon & Schuster, New York

Cappelli, P. (2008), "*Talent on demand: Managing talent in an uncertain age"*, Harvard BusinessSchool Press, Boston

Câmpeanu-Sonea, E., Sonea A., Gabor-Supuran, R., Mureşan, A. (2011), "Organizational competence – a development framework", *Management & Marketing*, Vol. 6, No. 2, pp. 301-318

Cheese, P., Green, W. (2008), "Where will all the talent come from?*", The journal of high-performance business,* available at:http://www.accenture.com/us-en/outlook/pages/outlook-journal-2008-global-talent-strategy.aspx, (accessed March 16, 2012)

Collings, D., Mellahi, K. (2009), "Strategic talent management: A review and research agenda", *Human Resource Management Review*, Vol. 19, No. 4, pp. 304-331

Halim, S. (2010), "Statistical analysis on the intellectual capital statement", *Journal of Intellectual Capital*, Vol. 11, No. 1, pp. 61-73

Harvard. S.D. (2007), "Why SMEs should attract and retain top talent", *Stephen Harvard Davis's blog*,available at:http://www.ecademy.com/node.php?id=82463, (accessed March 14, 2012)

Heckman, J.R.*,* Lewis, E.L. (2006), "Talent management: A critical review", *Human Resource Management Review*, Vol. 16, No. 2, pp. 139-154

Hughes, C.J., Rog, E. (2008), "Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations", *International Journal of Contemporary Hospitality Management,*Vol. 20, No. 7, pp. 743 -757

Lang, J.C. (2001), "Managerial concerns in knowledge management", *Journal of Knowledge Management*, Vol. 5, No. 1, pp. 43-57

Martel, L. (2003), "Finding and keeping high performers: best practices from 25 best companies", *Employee Relations Today, Wiley Inter Science*, available at: www.interscience.wiley.com (accessed March 15, 2012)

McDonnell, A., Lamare, R., Gunnigle, P., Lavelle, J. (2010), "Developing tomorrow's leaders – Evidence of global talent management in multinational enterprises", *Journal of World Business*, Vol. 45, No. 2, pp. 150-160

Salacuse, J.W. (2006),"*Leading Leaders: How to Manage Smart, Talented, Rich, and Powerful People*", Amacom, United States

Schuler, R.S., Budhwar, P.S., Florkowski, G.W. (2002), "International human resource management: Review and critique", *International Journal of Management Reviews*, Vol. 4, No. 1, pp. 41-70

Schuster, J.R., Zingheim, P. (2008), "Retaining Scarce Critical Talent", *HR Pulse,* available at: http://hbr.org/search/economy/516192/(accessed March 16, 2012)

Wang, X., McLean, G.N. (2007), "The dilemma of Defining International Human Resource Development", *Human Resource Development Review,* Vol. 6, No. 1, pp. 96-108

About the author

Angela VLĂDESCU was educated at The Academy of Economic Studies, Bucharest, within the Department of Management. Between 2008 and 2010, she followed a Master's program at "Ovidius" University of Constanta, the Faculty of Economic Sciences. Currently she is a PhD student at Institute for Doctoral Studies from The Academy of Economic Studies, Bucharest. In the current research she is investigating if talent management is essential for management practice and what area does it covers.