

Editorial

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As a result of changes to the working world, organizations act in a competitive environment. Consequently, the McKinsey Consulting Group has recognized “War for Talent” as key to achieve organizational excellence and success (Palma & Caracol, 2014). Yet, organizations struggle to attract and retain their talent to be competitive in an uncertain world (Palma, 2016; Palma & Cunha, 2009). Therefore, the strategic management of human resources within organizations depends on the objective and rigorous measurement and management of organizational talent (Caracol, Palma, Lopes & Sousa, 2016; Palma & Pinheiro, 2016).

In this context, what do we mean by “talent”? Some authors agree that “talent” refer to a group of properties that workers *have* and put into action, helping their organizations to perform above the medium (Ulrich, 2007). Others regard “talent” as referring to those special 10 percent of employees who are top performers, who take their organizations the “extra mile” (e.g. Palma & Lopes, 2012). Consequently, it is suggested that “talent” is not something that people *have*, but instead refers to what people really *are*. Why, then, do we still lack consistency regarding what “talent” is? What makes it difficult to define its scope and objectives, and to measure the effectiveness and efficiency of management practices, even when defined as strategic?

This Special Edition of *Public Sciences and Policies* focuses on “Talent Management: From Concept to Human Resource Practices”, and aims to leverage knowledge in “talent management”, so central to both the Academy and to Organizations. With this special edition, we hope to advance knowledge on

talent practices, procedures and policies, by promoting discussion about the identification, development, and retention of “talent”.

In the first paper of this Special Edition, Liliana Pitacho, Patrícia Jardim da Palma and Pedro Correia consider both sides of a debate about new challenges to human capital management — on the one hand, the emergence of talent, and on the other, the less desirable workaholism. Their discussion concerns a balance of these two considerations through the use of human resource management practices as a mediating factor.

The second paper presented by Margarida Piteira goes deeper into human resource practice as a mediating factor. She analyzes the balance between higher education in human resource management and the market demand for its function in Portugal. She studies the connection between academic training and the job market for human resources.

The third paper, written by Sara Lopes Martins and Patrícia Jardim da Palma, highlights how technological advances impact on our society and on organizations. They suggest going deeper into the use of these tools through social networking sites, to find passionate and committed talent, and to explore their role in the work of professionals.

Continuing the debate on the use of online facilities to attract talent, the fourth paper in this Special Edition, presented by Pedro Correia, Paulo Antunes and João Bilhim, discusses the specific case of public administration managers, as simultaneously promoters and managers of both state and its servants. The authors discuss two possible ways that talented public workers are chosen: through a tender process or through political appointment based on trust.

Essential to talent management issues in organizational environments the communication process. As such, in the fifth paper of this Special Edition, Anabela Félix Mateus discusses the importance that internal communication has for the satisfaction, motivation and retention of talented workers in organizations, which should also remain transparent and digital.

In the sixth paper, the authors Pedro Correia and José Pereira discuss the perceived organizational values within the Portuguese armed forces. They propose a theoretical-methodological model, and mention the differences perceived in a valuating scale as a result of demographics.

The seventh paper of this Special Edition, written by Paula Ochôa and Leonor Gaspar Pinto, proposes a competency taxonomy for (co)evaluation in the digital transformation phase regarding 4.0 innovation trends — managing people, things, processes, services and data — so that it becomes possible to evaluate performance in talent management.

In the last paper of this Special Edition, Suruchi Mittar and Shankar Das-ditar debate the impact of talent management on organizational competitiveness, in regard to its ability to innovate a work environment and attract other committed workers. This is done through training and developing talent in a high-performance group to increase organizational sustainability through the achievement of its strategic and operational goals.

We cannot conclude without expressing our gratitude to all professors and researchers who so kindly reviewed all the papers: Professora Doutora Anabela Correia (Instituto Politécnico de Setúbal), Tenente-Coronel Carlos Páscoa (Academia da Força Aérea), Professor Doutor Carlos Sotomane (Universidade Politécnica de Moçambique), Tenente-Coronel José Rouco (Academia Militar), Professor Doutor Francisco Cesário (ISPA/IU), Professora Doutora Maria da Graça Batista (Universidade do Algarve), Professor Doutor Ivo Antunes Dias (UE), Professor Doutor Luís Martinez (FE Universidade Nova de Lisboa), Professora Doutora Maria José Sousa (IDEFE-ISEG/IUL), Professor Doutor Miguel Pereira Lopes (ISCSP-ULisboa), Professora Doutora Neuza Ribeiro (Instituto Politécnico de Leiria), Professora Doutora Serene Dalati (Arab International University). Thank you all so much for contributing to the improvement of the quality of the papers and to help turning this Special Issue into a reality!

Finally, in conclusion, we expect that the collection of papers in this Special Edition will contribute to a better understanding of the definition, processes, and relationship in the field of talent management, resulting in better organizational practices, procedures, and policies. In addition, we hope that this collection of papers highlights the richness of combining different theories and processes, thus contributing to a better approach to attract, develop and retain “talent”.

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