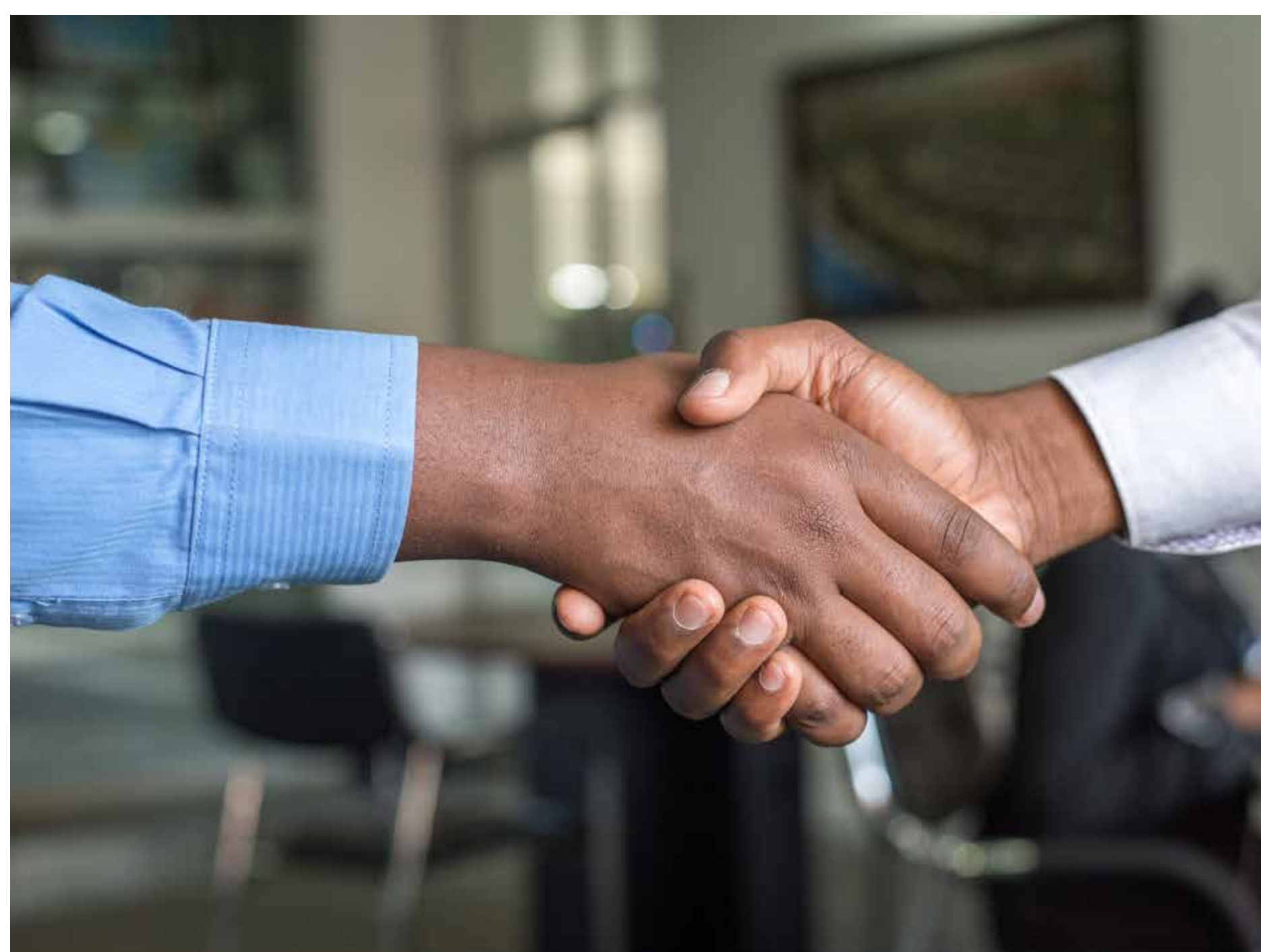




Managing and maintaining your talent pool

The development of a talent management framework for the private sector is crucial for successful firms.

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Managing talent is an essential skill for successful businesses.

Talent management is a strategic priority, especially for organisations in the private sector. The need for talent management is also triggered by a need to align and integrate people management practices with those of the organisation, in order to achieve strategic executional and operational excellence.

A researcher at UNISA, in collaboration with other scholars,

embarked on a project attempting to develop a talent management framework for the private sector. Their research proposed an in-depth exploration of talent management practices in key and leading South African organisations that are in the mature stages of talent management implementation.

“There is a need for the development of best practices in talent management - where talent

management strategy is designed to deliver corporate and human resource management strategies,” says Dr Rose Mathafena.

The study has mapped out key dimensions which are essential for the implementation of talent management. These include attraction, sourcing and recruitment, deployment and transitioning, growth and development, performance management, talent reviews, rewarding and recognising, as well as engagement and retention.

With each of the abovementioned dimensions, the activities to be carried out to achieve the outcome of each dimension are specified. The formal talent management initiative would be linked to the human resources management function and would flow vertically from the corporate strategy-making process.

“Role clarifications pertaining to talent management responsibilities and accountabilities are still unclear in most instances,” says Mathafena. “Early identification of key role players and articulation of duties will lead to ownership and clear accountability for the successful implementation of talent management.”



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