

Sustainable Global Talent Management

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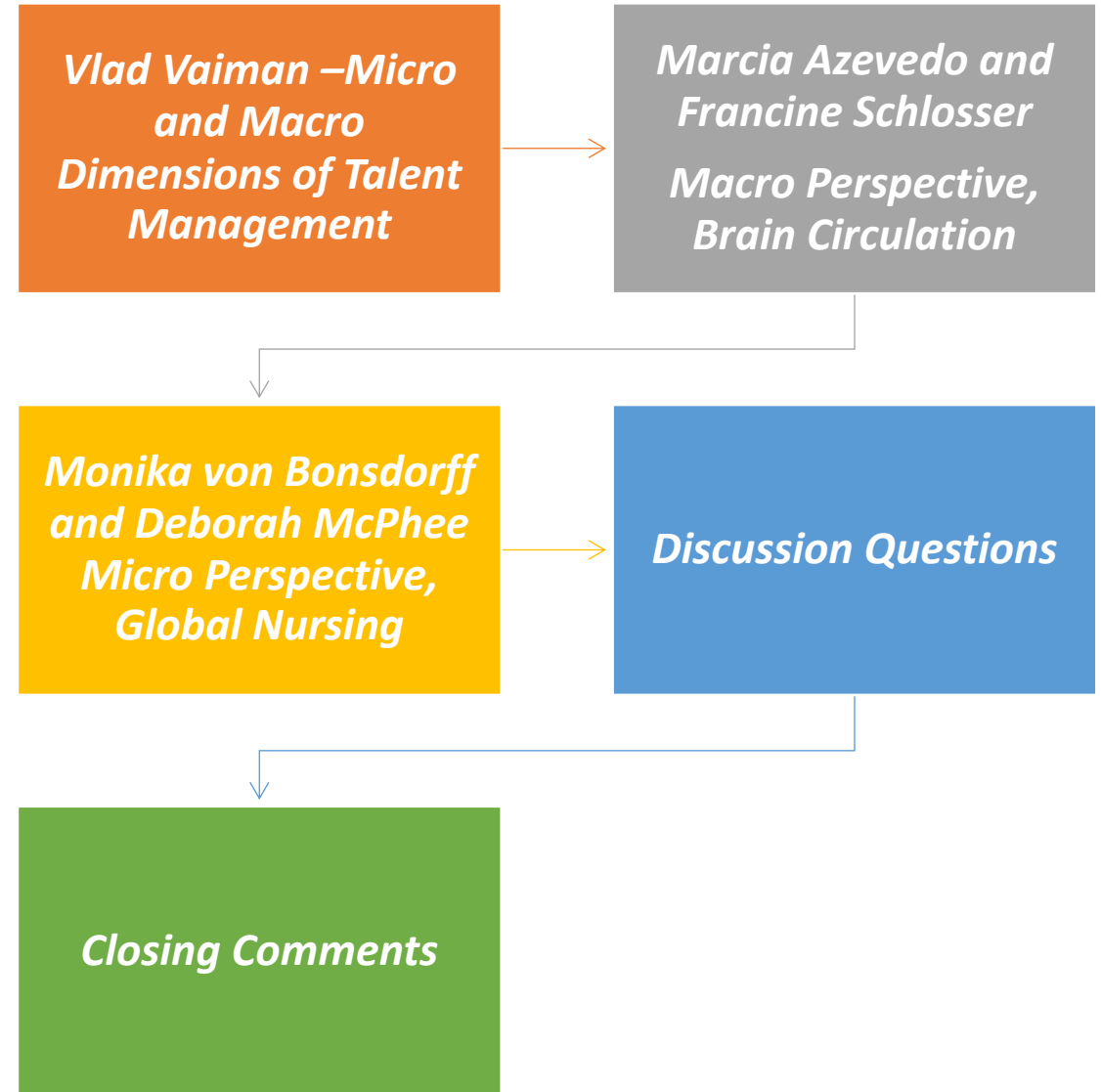
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AGENDA



Micro and Macro Dimensions of Talent Management

Vlad Vaiman, PhD

Professor and Associate Dean

School of Management

What is Talent?

- **Talent** refers to systematically developed innate abilities of individuals that are deployed in activities they like, find important, and in which they want to invest energy.

What is Talent?

- We talk about talent as:
 - key people in critical job roles, and
 - employees who possess and/or are pursuing specialized and in-demand knowledge and skills.

Talent Management

- *Talent Management (TM)* is a set of meaningful techniques aimed at attracting or identifying, motivating, developing, and retaining organization's most valuable employees and ensuring their deployment in those roles that add the greatest value in the organization.

TM vs. HRM

- There are quite a few factors that differentiate TM from HRM:
 - The larger number of stakeholders that TM includes
 - TM moves the human resource (HR) agenda beyond the HR function and into the boardroom

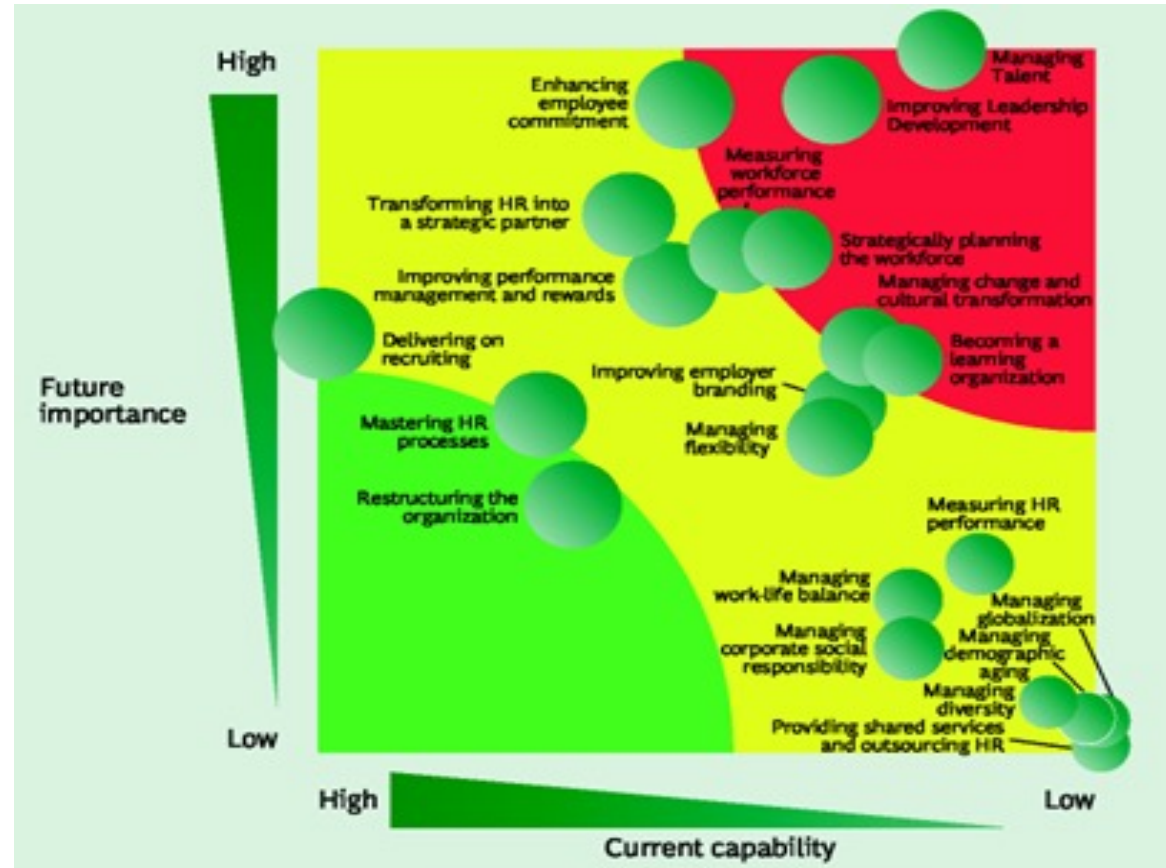
TM vs. HRM

- There are quite a few factors that differentiate TM from HRM:
 - TM is generally targeted at employees with high levels of human capital
 - Greater differentiation of TM practices to support employees' needs.

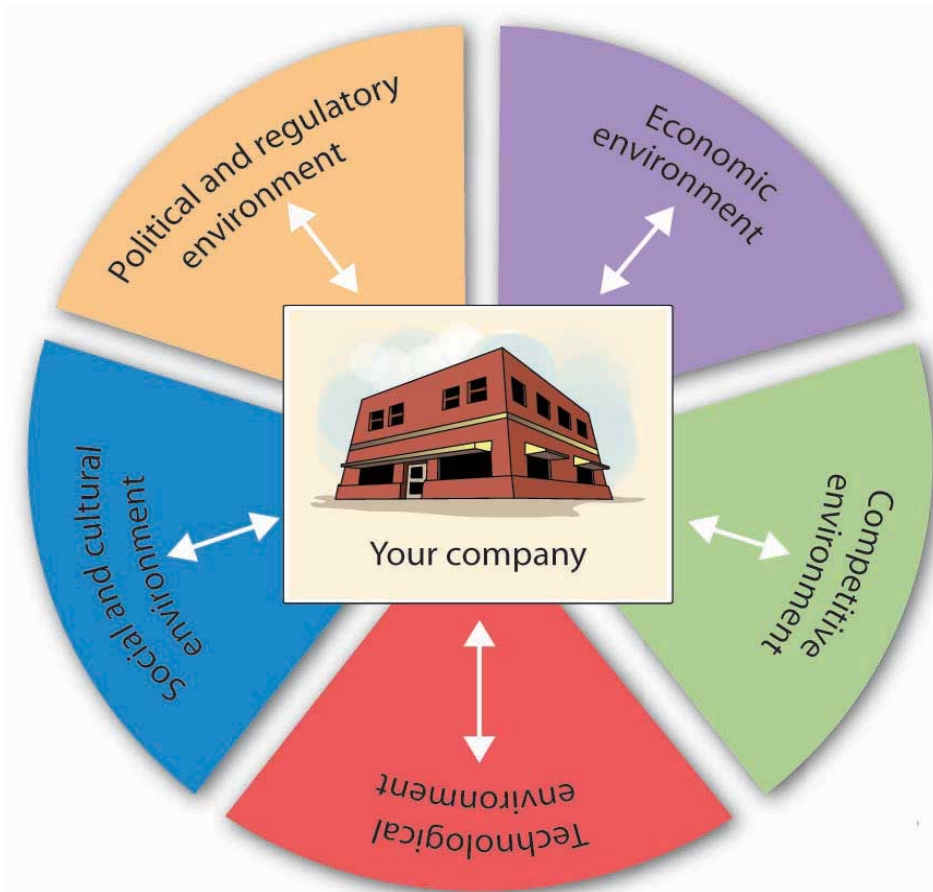
Importance of TM

- For most companies, identifying, attracting and retaining talented, high value employees in key roles and positions has increased in importance recently.
- This is supported by the recent PWC Global CEO Survey: 78% report that TM remains the number one priority.

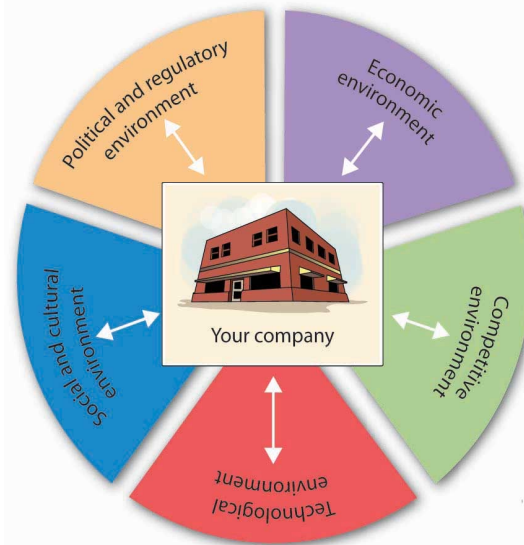
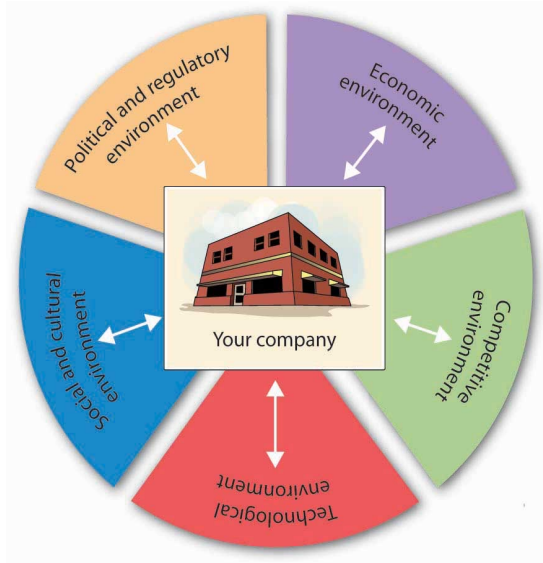
BCG Survey of Top Executives



Internal and External Environment



Internal and External Environment



Global Talent Management (GTM)

- GTM is concerned with how organisations operating in a *global environment* systematically use talent strategy and practices to attract, develop and retain individuals who possess, or is in the process of acquiring, high levels of human capital required for the strategic priorities of the business.

GTM and the Post-pandemic World

- Strategic positions should be flexible and agile.
- The definition of talent and the content of talent pool may change.
- When creating/modifying a talent pool, companies should include different competences.

Global Talent Management (GTM)

- To be effective, GTM must not overlook the *macro level* and external influences.
- *Context* is inherently relevant to GTM and influences how organisations access and deploy human capital.

GTM and External Factors

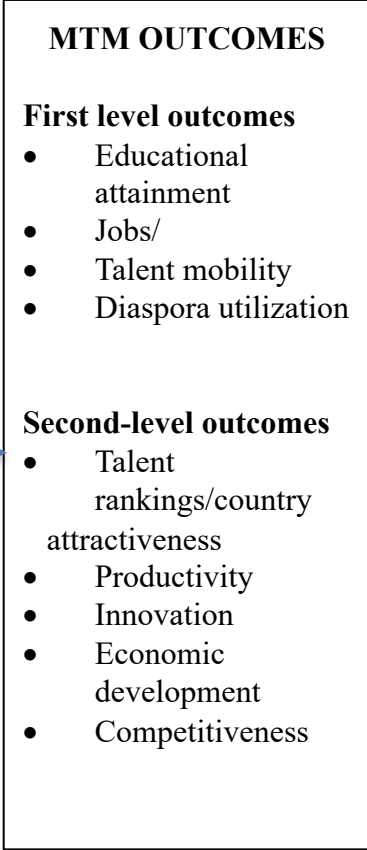
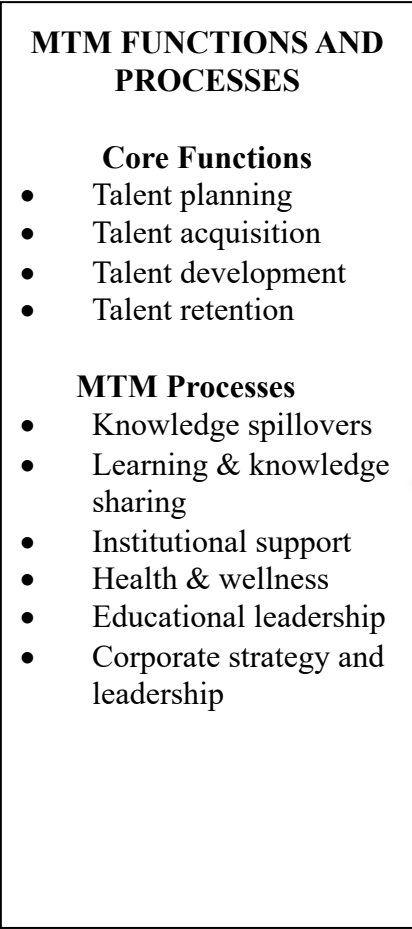
- A range of factors external to the organisation exist that influence the extent to which a firm's GTM strategy and practices can achieve the expected results and, therefore, require management and firm consideration.

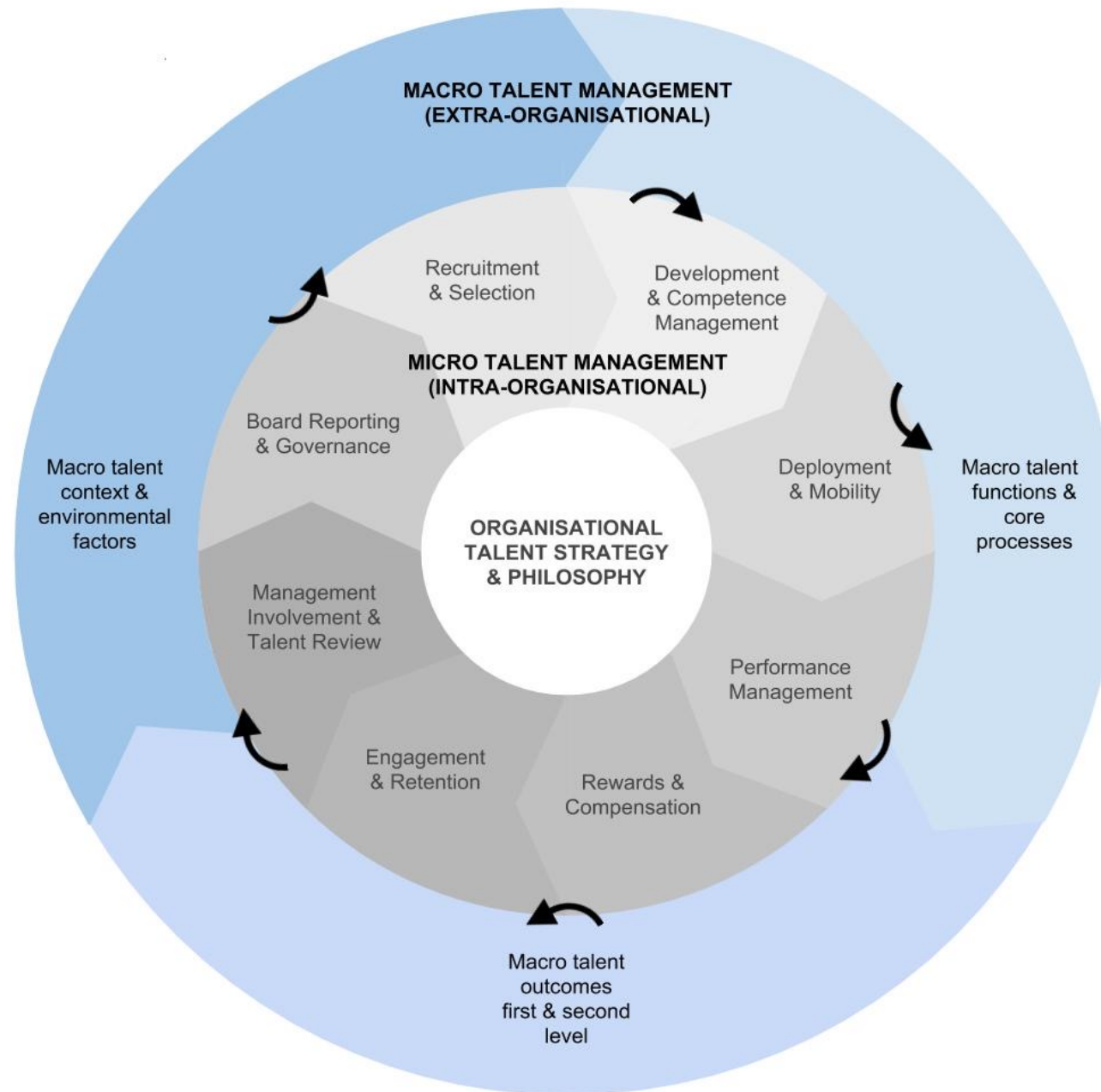
GTM and External Factors

- Such factors are examples of what is referred to as *macro talent management (MTM)*.
- It is not only organisations that compete with one another for talent, but also the governments of countries and regions within which they operate, globally.

Macro Talent Management (MTM)

- The characteristics of a country's macro level systems influence to what extent a country may demonstrate "country competitiveness".
- Selected components of country-level competitiveness directly influence an organisation's global management of talent.





Leveraging immigrant contribution and resilience through brain circulation

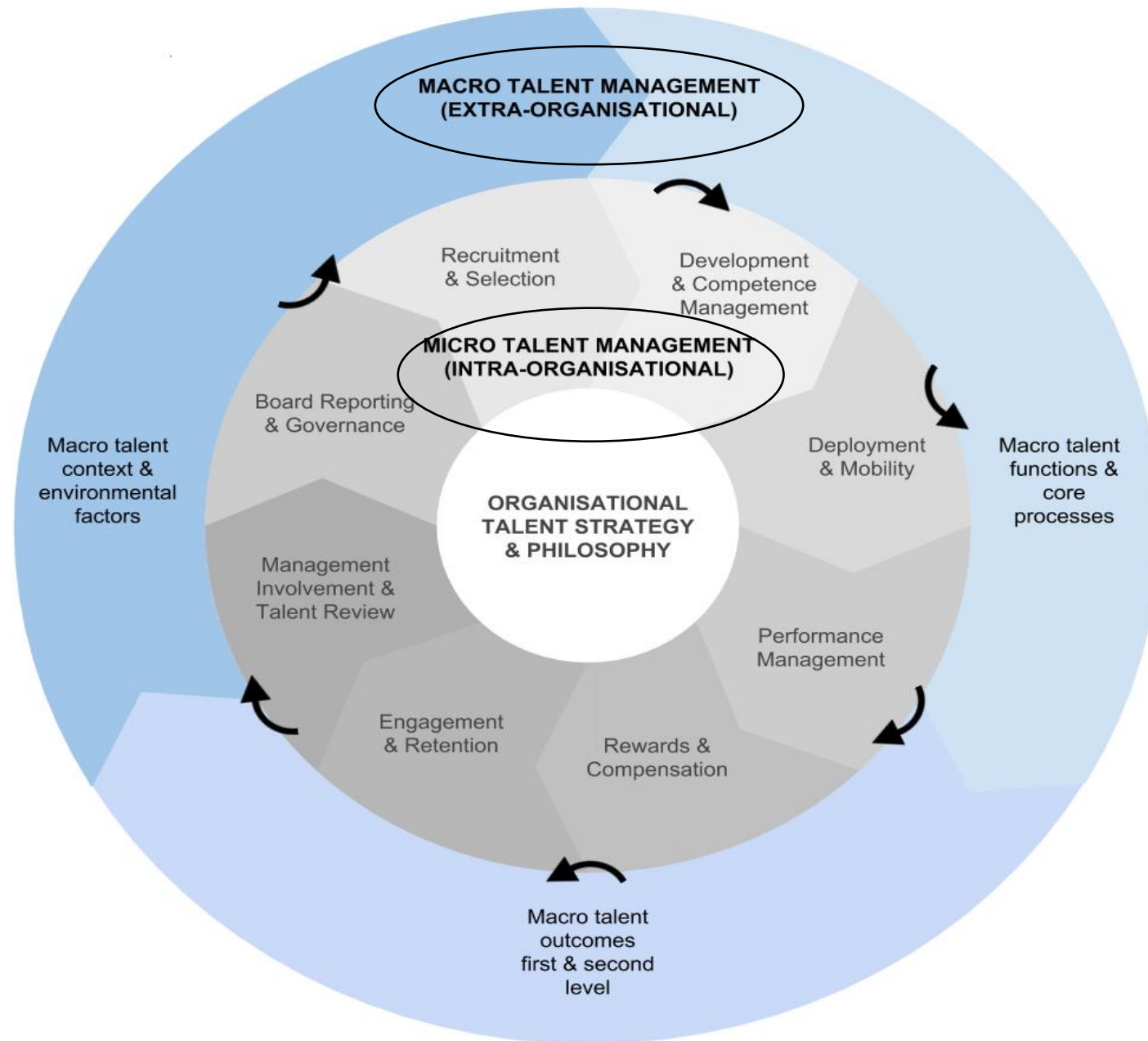
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Introduction

- Migration flows are a complex phenomena and is composed by a mixed profile of professionals
- Qualified workers receive special attention from governments and organizations
- Developing countries more prone to face brain drain
- Migration can cause brain drain: outflow of human capital is higher than in inflow
- Migration can also drive circulation of knowledge – brain circulation

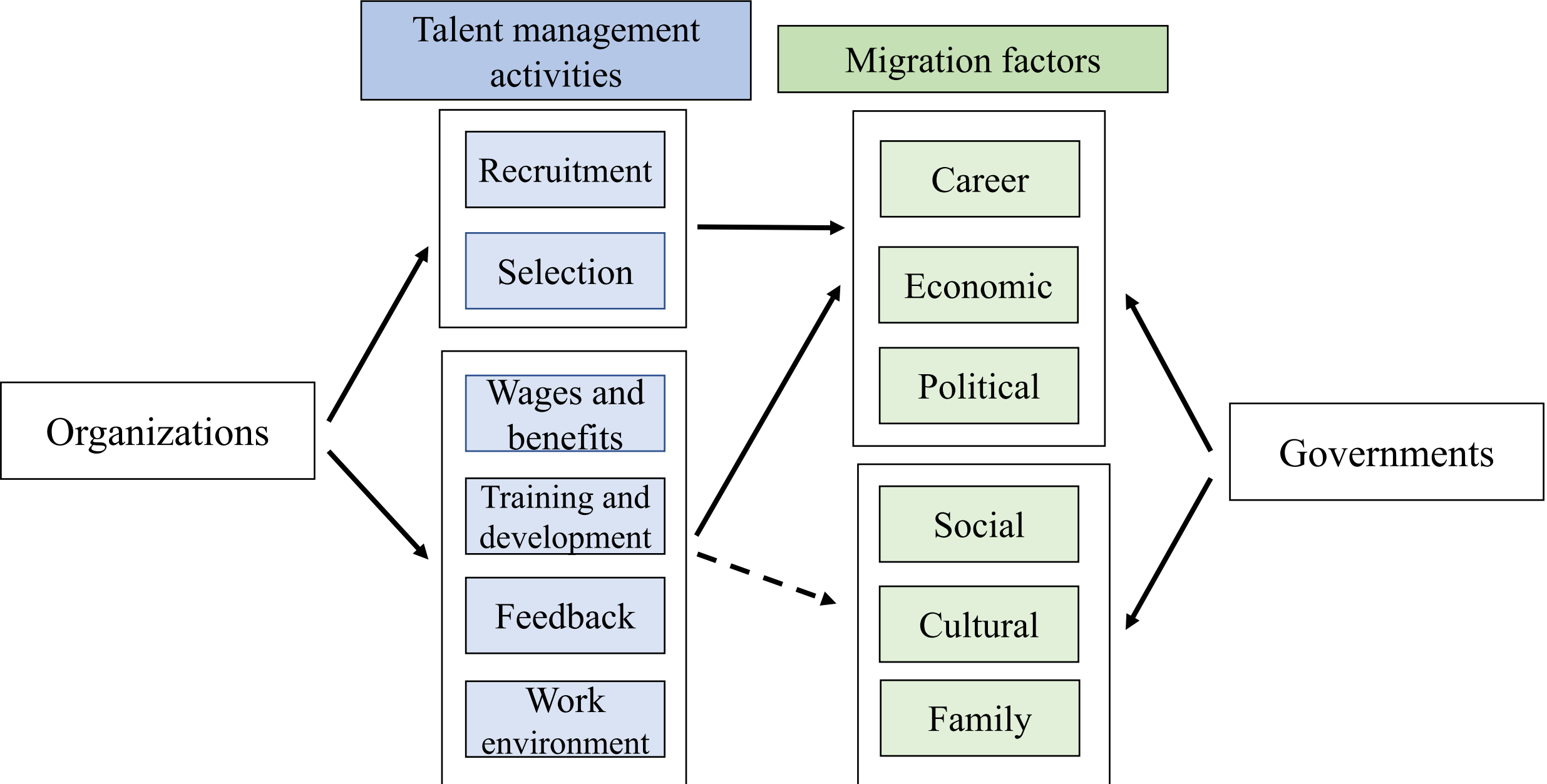
UN Sustainable Development Goals

- Decent work and economic growth - 8
- Reduced inequalities - 10
- Sustainable cities and communities - 11
- Peace, justice and strong institutions 16

Literature review: Migration of talent

- Higher education migration rates are 3 x higher than rates of secondary education (d'Aiglepierre et al., 2020)
- OECD region receive 54% of migrants worldwide (GMADAC, 2021)
- Negative effects like brain drain
- Positive effects associated with concepts like brain gain, brain bank, brain circulation, talent flow (Latukha et al., 2021)
- Knowledge is dynamic, fluid and mobile (Carr et al, 2005)
- Talent migration can be beneficial for source and receiving countries (Beine, et al., 2008)

Talent management and migration factors



Methodology

- Qualitative exploratory research using a snowball sample
- Interviewed 37 Brazilian professionals who, over the past 10 years have chosen to work in Canada
- Semi structured interviews were transcribed
- Will use NVIVO 12 for coding and organizing data
- Workers were given a gift card of \$50 for their time during interview

Our analysis
will focus on:
Current and
potential for
Brain
circulation

What kind of virtual personal and professional networks connect Brazilian immigrants to their adopted country, Canada and to their home country of Brazil?

After migrating, what is the varying impact of in person Canadian networks and remotely IT-connected Brazilian networks on the career resilience and professional activity of Brazilian immigrants in Canada?

Implications for global talent managers?

Preliminary analysis

- National culture and conditions matters: equity, relationships, value, safety, stability and quality of life
- Immigrants keep strong personal and family ties with their country of origin
- Social media groups are the main tool/way of immigrants to connect
- Limited transfer of knowledge between Canada back to Brazil
- Immigrants were open to the idea to “transfer” knowledge back to their country of origin but didn’t take actions in this direction
- There are potential formal and informal supports for circulation

Sustainable careers in health care organizations – A global talent management perspective

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Administrative Sciences Association of Canada Conference May 30th 2023



Brock
University

Nurses as talent

- Global talent management is defined as 'the strategic international integration of *resourcing and development* of key talent involving the proactive identification, development and deployment of high performing and high potential strategic employees on a global scale' (Collings, McDonnell, & Scullion, 2009, p. 9)

Nursing turnover estimations

JSBE

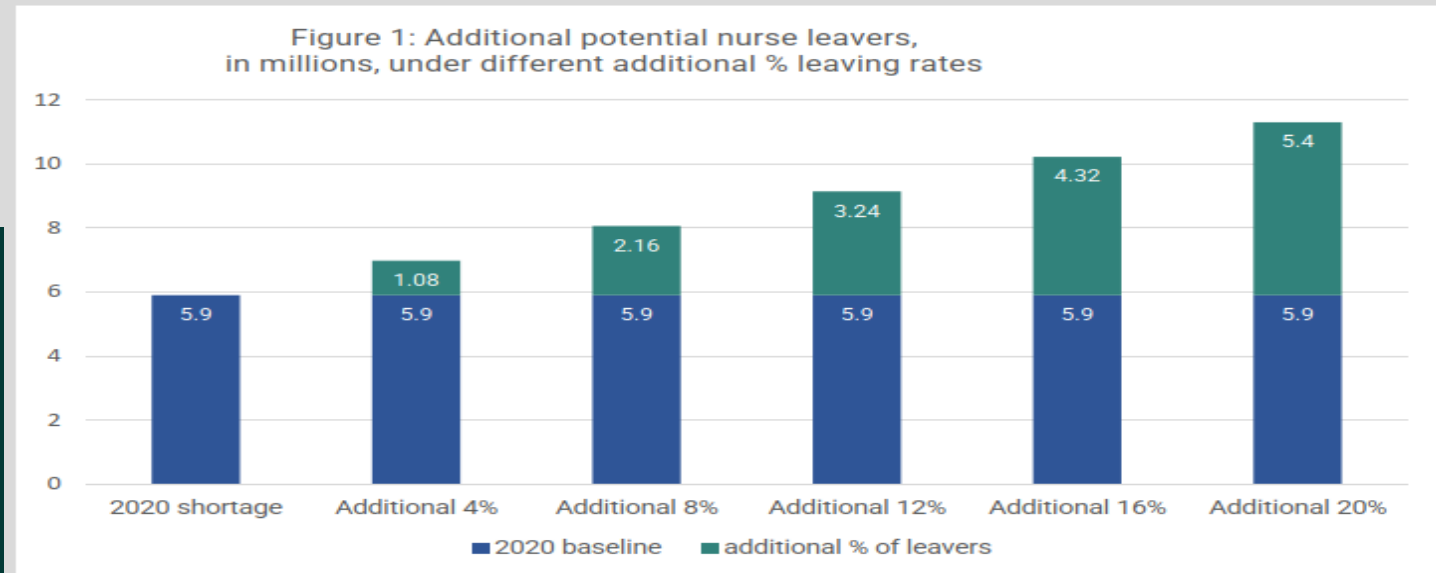
Percentage of nurses who intend to leave the profession, since the onset of the pandemic

- 21% in the US (American Nurses Association 2021)
- Ca. 60% in the UK (International Council of Nurses 2022)
- 48% in Finland (TEHY 2021)

Box 1: Estimating the pandemic impact on global nursing shortages

SOWN estimated the pre-pandemic workforce as being 27.9 million. If just an additional 1% of these nurses leaves the profession because of the pandemic, then there has been a loss of 280,000 nurses. If 4% were to leave, then the “lost” outflow will be more than one million. It is likely that the emerging information on nurse absences and short staffing as a result of the Omicron variant may further push up the leaver rate.

SOWN had estimated the pre-pandemic global shortage of nurses at 5.9 million. A 4% increase in nurse outflow would push the demand- supply deficit gap up to almost 7 million missing nurses. An 8% increase would mean a shortage gap of more than 8 million nurses. 12% would push the gap to more than 9 million, and 20% increase in leavers from the current workforce would increase the shortage gap to more than 11 million nurses (See Figure 1 below).



THE GLOBAL NURSING WORKFORCE AND THE COVID-19 PANDEMIC

January 2022

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www.intlnursemigration.org



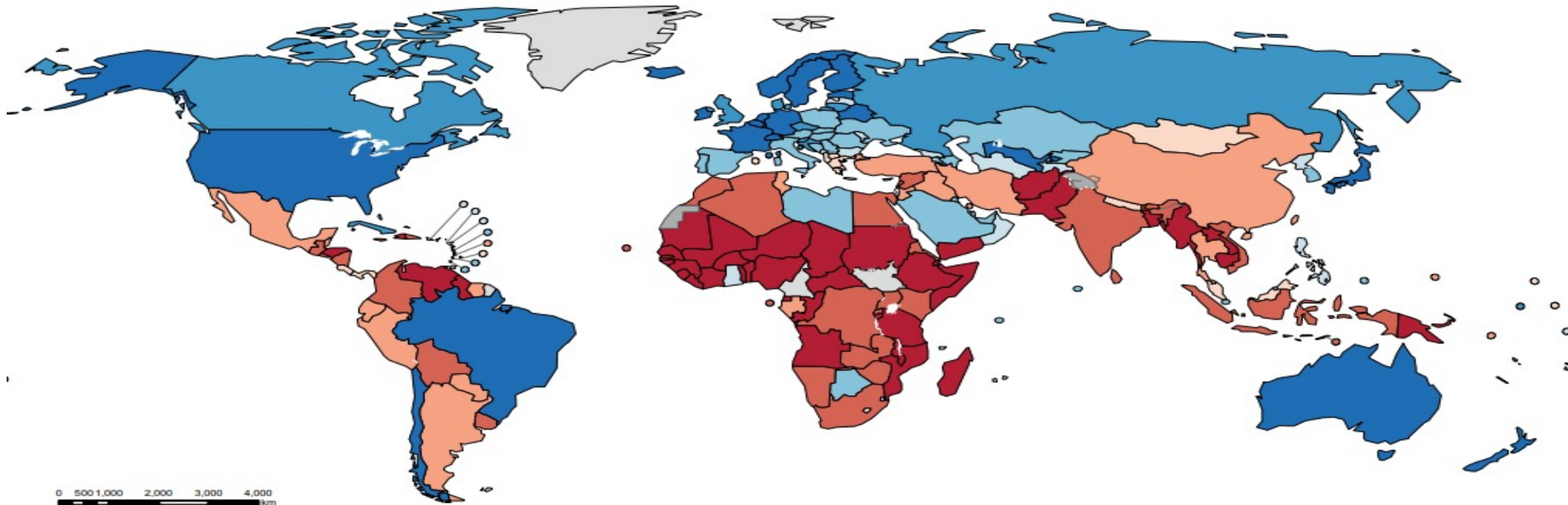
3600 Market Street, Suite 400
Philadelphia, PA 19104 USA

Problem: *How did the shortage of nurses become a (global) sustainability challenge?*



Global density of nursing professionals

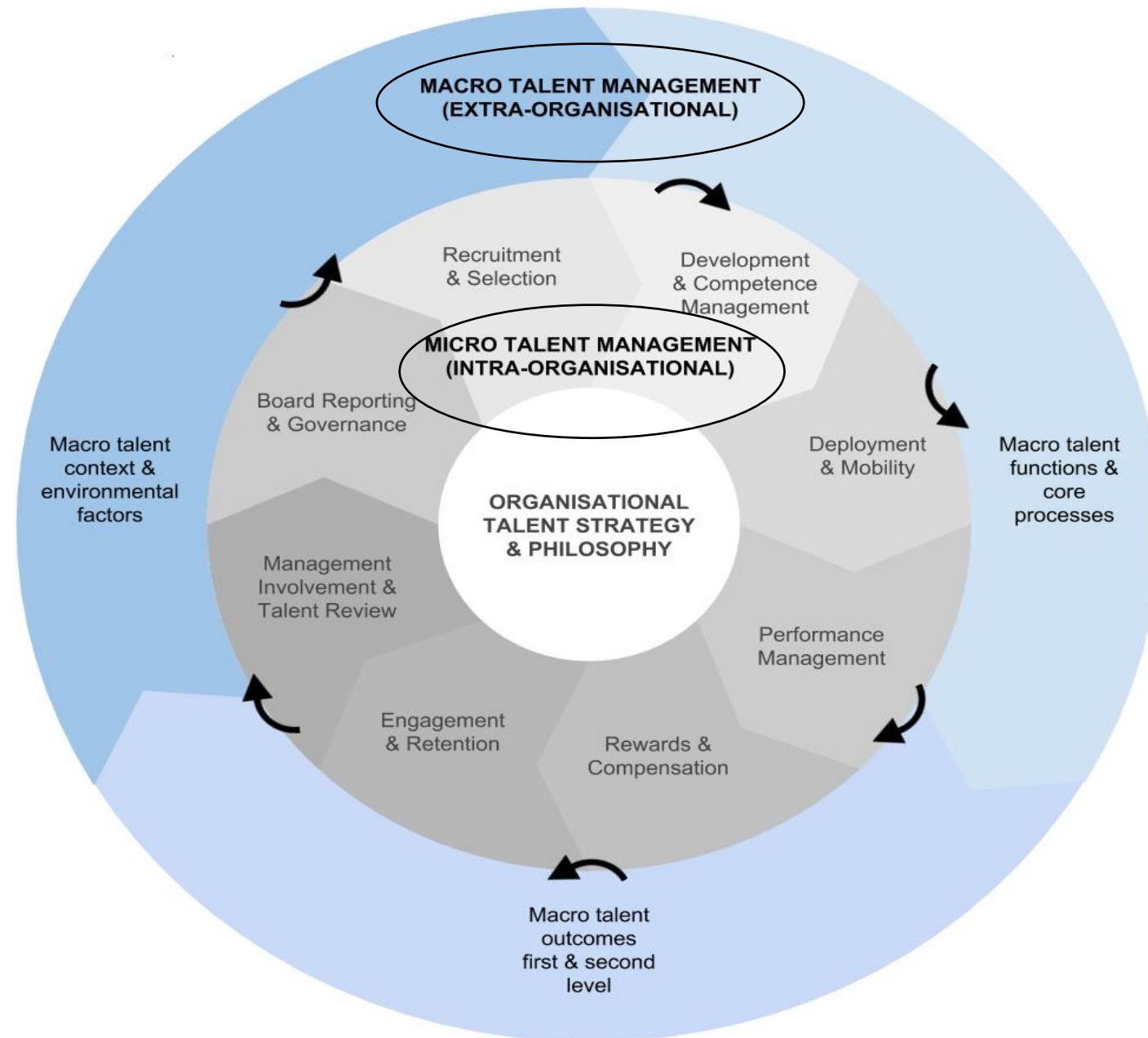
Figure 1 Density of nursing personnel per 10 000 population in 2018



*Includes nursing professionals and associates.

Source: National Health Workforce Accounts, World Health Organization 2019. Latest available data over the period 2013–2018.

WHO. (2020). *State of the World's Nursing Report – 2020*.



Macro Issues Affecting the Problem

JSBE

- Demographics - Aging population
- Pandemic - COVID exodus
- Nursing program - Low enrollment in nursing schools, TTG, global credentialling
- Government - Low Pay Rates
- Trade Unions/Nursing Associations – Collective Action



Micro Issues Affecting the Problem

JSBE

- Recruitment and Selection – Fierce competition
- Rewards and Compensation - pay
- Engagement and Retention - Work-life balance, Overworked, burnout
- Management Involvement - HR inactive on floor

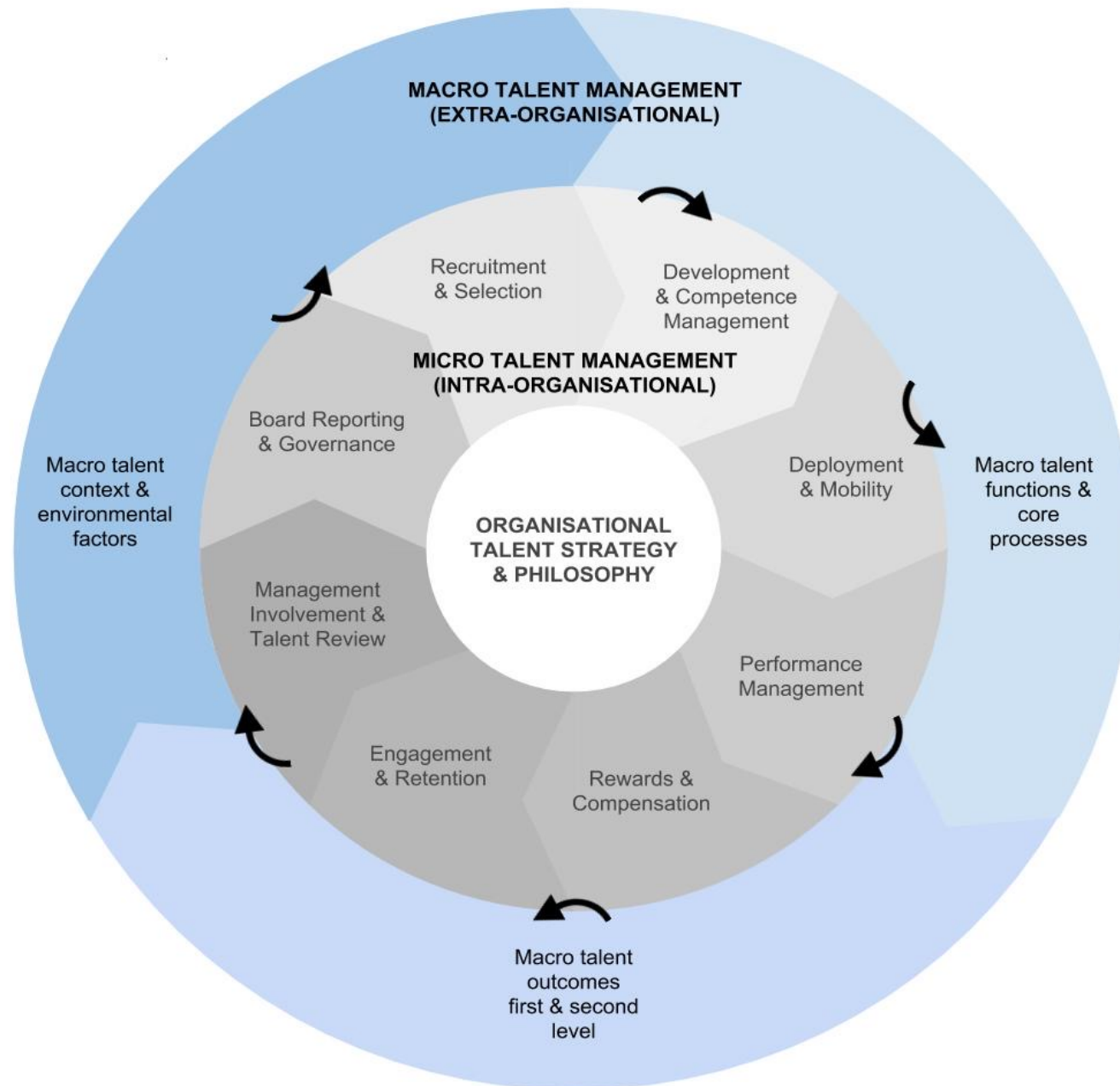


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Sustainability: The pool of active nurses

JSBE

- Recruitment and Selection
 - Draw on emigrants (controlled)
 - Retirees
 - Nursing career fairs to attract others to profession
 - Work closely with nursing programs
 - Sign on bonuses attracting new to profession
- Compensation and Rewards
 - Better pay and benefits
- Engagement and Retention
 - Better work-life balance with shorter hours, mental health training, more flexibility in scheduling
- Management Involvement
 - Skilled supervisors
 - HR involvement



Discussion

- How might this apply to industries other than health care?
- What are the implications for practice and policymakers (attraction, development, global talent flows, and retention)?
- How do we sustain TM in both developing and developed countries?
- How can we include UN Objectives on Sustainable Development?
- What are the implications for research design considering multiple levels?

Need to reach out to us?

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Brain circulation web site – www.globalbraincirculation.com