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## Global Talent Management: New Challenges for the Corporate HR Function in the Global Recession

The paper looks at recent developments in global talent management and the role of the corporate HR function in international firms in the period of global financial crises.

The paper highlights some key trends in global talent management and some emerging roles for the corporate HR role.

**Key words:** global talent management, corporate HR function, global recession

### Introduction

Global talent management (GTM) is a new multi-disciplinary area of enquiry which has emerged in recent years as a key strategic issue for multinational corporations (MNCs). The factors influencing the emergence of GTM have been documented elsewhere (Scullion and Collings, 2011) as GTM has become a topical issue both for research and practice as competition between employers has become more generic and has shifted from the country level to the regional and global levels (Sparrow, et al., 2004; Ashton & Morton, 2005). This importance placed on *global* talent, and the related supply and demand pressures, have the potential to impact on the role of Human Resource Management (HRM) in multinational corporations (MNCs) (Novicevic & Harvey, 2001; Scullion & Starkey, 2000). However, the role of the Corporate Human Resource (HR) function in such organizations has until recently been neglected in the international HRM literature (Farndale, et al., 2010).

Our interest in GTM began before the financial services crisis that began in 2008, and has developed in part now as a response to the events that have since followed. Since this time, it appears that talent management has become ever more critical given

the outflow of key people from many organizations hit hard by the economic downturn. Some argue that there is no longer a 'war for talent' given the larger size of the available talent pool as a result of the crisis, but at the same time, organizations seem to be having to focus even harder on finding the best people with the highest possible level of competence to justify the significant investment in this key talent, or indeed address the broader talent issues associated with the changes in business model that have been triggered by the economic downturn and realignment.

We must first define our terms. There are a number of different philosophies evident in discussion of talent management: it may be considered the management of only the top elites in an organization, or everybody might be deemed to be talent. It may be considered to deal with either critical people, or critical roles. In terms of practices, systems may be designed internally or externally, they may or may not have linkage to performance management or rewards, they may be focused on distinctions between performance versus potential, practices might be linked to more strategic issues such as organizational capabilities, strategic workforce planning or employer branding, and finally the remit of the system may be domestic or global. We define talent in terms of the key positions within an organization, rather than as the 'stars' who will fill these positions (Beechler & Woodward, 2009; Collings & Mellahi, 2009). We do not confine talent management simply to the management of top elites (or central pools of international assignees) but rather to any populations that become necessary to enable the successful internationalization of the organization through these critical roles. This view of GTM means that we believe GTM must focus on developing a global talent pool of people and appropriate flows of people to both fill these critical positions and enable their successful execution through the building of the necessary organizational capabilities. This combination of role, people and capability means that GTM must also involve the creation of a differentiated set of HRM practices to both support the people filling the key positions (Kim, et al., 2003), and enable the delivery of performance and organizational capabilities in the appropriate geographies.

This conceptualization creates two new opportunities for the study of GTM:

1. both a top-down (management controlled approach to moving talent around the firm) and bottom-up (self-initiated, culture-driven flow of talent through key positions) perspective on the impact of GTM on the CHR role;
2. an expansion of the territory that might legitimately be considered part of a GTM system into marketing-driven concerns such as market-mapping and employer branding (Sparrow, 2007).

The focus on *global* flows of talent also implies new roles for the Corporate HR (CHR) function: in addition to the well known strategic roles for HR laid down by Ulrich and

Brockbank (2005), the multinational context requires a more nuanced approach which considers additional international pressures (Farndale, et al., 2010).

In this paper we examine the challenges faced by the CHR function via discussion of the changing role of the corporate HR function in managing talent on a global basis and expand upon these emergent roles for the function. We identify and discuss the key issues which still need to be addressed to advance our understanding of the theory and practice of GTM and the implications for CHR in the context of the global financial crisis.

### The changing role of the corporate HR function in MNCs

We argue that whilst in the global financial crisis there is an even sharper focus on the balance between managing strategic HR issues and the need to respond to short term cost pressures (Farndale et al, 2010), there is also an opportunity for HR to redefine and demonstrate its contribution to the business strategy. Therefore, both preceding the recession, but we believe also now in parallel to the recession, there has been a realisation of GTM takes on a more strategic dimension. Why is this the case?

A number of previous studies have emphasized the key role of CHR in GTM for the *top* talent across the company (Farndale, et al., in press; Kelly, 2001; Novicevic & Harvey, 2001). There is evidence that for European firms shortages of international management talent have been a significant constraint on the successful implementation of global strategies (Scullion & Brewster, 2001). In particular, a shortage of leadership talent is a major obstacle many companies face as they seek to operate on a global scale. The rhetoric of maximizing the talent of individual employees as a unique source of competitive advantage has been a central element of strategic HR policy in recent years (Scullion, 1994; Lewis & Heckman, 2006; Frank & Taylor, 2004). This reflects growing recognition both of the key role played by globally competent managerial talent in ensuring the success of MNEs given the intensification of global competition and the greater need for international learning and innovation in MNCs (Bartlett & Ghoshal, 1989). However, the extent to which organizations effectively manage their talent in this respect often fails to live up to the hype (Cappelli, 2008).

Research suggests that CHR must develop core management competencies focused on the talent management issues associated with senior management development, succession planning and developing a cadre of global managers (e.g. Evans, et al., 2002; Scullion & Starkey, 2000; Sparrow, 2007). MNCs increasingly demand highly-skilled, highly-flexible, mobile employees who can deliver the desired results, operating sometimes in difficult circumstances (Roberts, et al., 1998). This requires innovative responses from the CHR function. New tools, processes and coordination capabilities are re-

quired to focus in particular on the sourcing, retention and career planning of the key talent across the global network. This represents a major challenge and opportunity as CHR managers seek to redefine their role in the global crisis in the context of downsizing, restructuring and outsourcing. Failure to achieve this by the CHR function can have major consequences for the implementation of the internationalization strategy, and for achieving the levels of competitive advantage which a firm's talent can create (Evans, et al., 2002).

Research also suggests CHR can make a vital contribution to support the strategic learning mission of the organization. Pucik (1992) argued that the transformation of the HR system to support the process of organizational learning is a key strategic task facing the HR function in the international firm and that the major challenge is to determine the best ways to transfer learning across different national units. Particularly in the context of the global financial crisis Corporate HR therefore needs to demonstrate how it contributes to an environment in which learning can flourish and how HRM policies and practices contribute to the learning of new skills, behaviours and attitudes which support the strategic objectives of the organization (Cyr & Schneider, 1996; Scullion & Starkey, 2000).

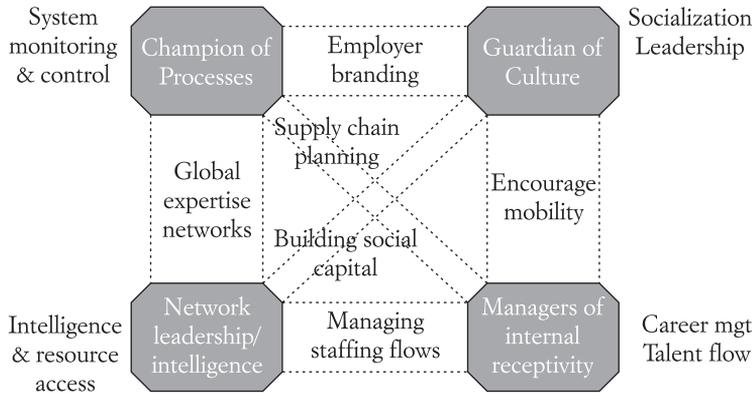
### **Before and After The Global Financial Crisis: Changing roles of the CHR function**

It is clear then that CHR plays a significant role in coordination and monitoring the implementation of corporate GTM policies throughout overseas subsidiaries (Kelly, 2001). Based on the above review of the CHR function, we identify four important roles (see Figure 1).

We focus our discussion on four core roles for CHR derived from the extant literature (*champion of processes, guardian of culture, network leadership and intelligence, and managers of internal receptivity*) and explore how these roles support GTM in MNCs. These four roles are summarized in Figure 1, showing each role's unique activities and interconnections.

1) *Champions of processes*: Research has showed that a GTM strategy has to acknowledge the importance of building the commitment of top management, providing coaching and training for managers, calibrating and equalizing talent across markets, enabling and aligning HR information systems, and monitoring talent management processes (Sparrow, et al., 2004). The latter point highlights CHR's role as "*champions of processes*" (Evans, et al., 2002: 472). Given the global competition context, the demand for higher skill levels amongst staff has lead to the need to specify more closely the sorts of capital (human, social, intellectual and political) that constitute 'talent'. Competitive

Figure 1: Corporate HR Roles in Global Talent Management



forces are also requiring organizations to take control of the skills supply-chain through the use of more forward planning activity such as strategic workforce planning, market-mapping and employer-branding (Sparrow & Balain, 2008). These drivers have raised the need for better horizontal coordination of tools, techniques and processes for talent management across internal functions. This in turn requires both effective management of global expertise networks and a designated *champion of processes* role to monitor the global implementation of a talent management strategy and related tools.

2) *Guardians of culture*: HR has a social responsibility to ensure the organization is sensitive and equipped to deal with global challenges. Social context theory explains how corporate culture represents an organizational social environment which influences the establishment of an HRM system (Ferris, et al., 1999). It is also a form of social control which encourages behaviours and attitudes appropriate for an organization’s members to display (O’Reilly & Chatman, 1996), for example, international mobility. This creates a role for CHR as *guardian of culture* (Brewster, et al., 2005), overseeing the implementation of global values and systems when it comes to developing a talent management culture and employer brand across the organization (Ulrich & Smallwood, 2007). The role of CHR in MNCs has also been found to encourage a culture of trust and motivation to work together, through the design of appropriate practices, processes and structures (Gratton, 2005). This gives CHR the opportunity to focus on ‘talentship’ – better human capital decision-making (Boudreau & Ramstad, 2006). CHR can therefore play a key role in encouraging a ‘joined-up’ approach to GTM across the whole organization; the *guardian of culture* role could be key to ensure the right approach to GTM across the organization, creating a climate in which people feel encouraged to be mobile but valued for their difference. These are crucial steps in breaking down the silo mentality that exists within firms today within business and geographic regions (Gratton, 2005).

3) *Network leadership and intelligence*: Network leadership is a term used by Evans, et al. (2002: 471) indicating HR should have: an awareness of leading edge trends and developments in the internal and external labour market, the ability to mobilize the appropriate human resources, and a sense of timing and context (sensitivity to what is going on at both local and global levels). Firstly, although 'leadership' may not be the most appropriate terminology here given the frequently cited limited powerbase of the HR function (Farndale, 2005), the importance of being well-networked is crucial. This includes being aware of events both inside and outside the organization, but also for CHR to take on the role of facilitating collaboration across the organization; HR's role in building social capital beyond organizational boundaries to encourage cooperation across the company and improve firm success has been recognized (Gratton, 2005; Lengnick-Hall & Lengnick-Hall, 2006; Mäkelä, 2007; Taylor, 2007). Mäkelä's (2007) study of expatriates has shown how social capital becomes important for global talent – their relationships are richer, more trustful and longer term than more arm's-length cross-border relationships, and these properties create more opportunities for knowledge sharing, and have a multiplying effect by spreading ties more effectively across new units. Lengthened participation in the assignment unit typically leads to a higher level of shared cognitive ground, effectively facilitating knowledge. For Taylor (2007: 337) a pressing need now is then "...the identification, development and retention of managers, particularly those crossing geographic and cultural boundaries (high value boundary spanners or HVBS), who can successfully develop social capital in multiple cultural settings". She highlights the need for IHRM functions to manage both structural social capital (the configuration, density and strength of relationships between HVBS's) and cognitive social capital (shared goals and shared culture i.e. language, codes and narratives). She notes that the competencies needed to do this are little understood.

Secondly, we would add the dimension of intelligence about networks to this role. The majority of talent services (such as market intelligence, search capabilities, sourcing tools and techniques) are now distributed externally across a host of specialized or outsourced providers, or internally (within projects that have initiated new practices). We argue that taking a more proactive stance, and knowing both the talent markets and the capabilities created by different providers and practices, is a key role requirement for GTM. This creates a networking role for the HR function as a boundary spanner (Kostova & Roth, 2003) between external providers and the organization.

4) *Managers of internal receptivity*: Research on sectors (such as healthcare) that have learned how to source international labour into domestic markets, as well as research on inpatriation, show that CHR can play an active role in the career management of international employees – encouraging mobility but also ensuring individuals are looked after in the process (in terms of the receptivity of the receiving units to manage diver-

sity, career management, integration and work-life balance issues). The traditional male expatriate, mid-career, moving abroad possibly with family, is no longer the standard model. As more self-initiated movers and TCNs/HCNs become involved in international assignments, as well as these assignments taking different forms, a more complex but flexible approach to career management is required. CHR is ideally positioned to have the necessary overview across the organization to be able to manage this talent flow, by changing HR processes, challenging local mindsets and practices, and looking for new lower-cost forms of meeting international experience demands and skills shortages.

Looking in more detail at these four roles, we can also observe overlaps between them whereby complementarities create added value:

- the forward planning to attract and retain talent of the *champion of processes* role combined with the development of a brand culture of the *guardian of culture* role highlights the importance of *employer branding*;
- the combination of building a culture of mobility of the *guardian of culture* role and creating receptive business units for the flow of talent of the *managers of internal receptivity* role highlights the importance of *encouraging mobility*;
- having networks in place to move people around (*network leadership*) at the same time as managing the flow of people and their careers emphasizes (*managers of internal receptivity*) the importance of *managing staffing flows*;
- *global expertise networks* emerge based on the combination of the ability to build specialist networks (*network leadership*) and having experts in the processes which facilitate GTM (*champion of processes*);
- by combining the forward planning part of the *champion of processes* role with the career management of the *managers of internal receptivity* role, this results in strong *supply chain planning*;
- and finally, the combination of building an appropriate GTM culture (*guardian of culture*) with the creation of networks to support this (*network leadership*) highlights the ability to build strong *social capital* through both cognitive and structural means.

Despite the emergence of these CHR roles, there is still confusion regarding the specific role that HR professionals in particular should play in GTM processes, which places question marks over the ability of CHR professionals to manage their own destiny

Moreover, questions over the role of corporate HR are even greater in the context of the global economic crisis. Corporate HR professionals work alongside top management who has the option of outsourcing some of their activities. Although HR Directors were found to be the primary decision-makers for outsourcing (GMAC, 2008), and can claim more insight into the risks involved in using external agencies given the complex compliance issues (such as immigration and taxes) involved in global resourcing, practitioner evidence suggests that HR's corporate impact is still declining (Guthridge, et

al., 2008). McKinsey found that the three key talent management activities carried out amongst high-performing firms are: ensuring global consistency in management processes, achieving cultural diversity, and developing global leaders (Guthridge & Komm, 2008). However, this evidence comes from reports from practice, rather than empirical research.

### **Common structural pressures, but a differentiated response to the economic recession.**

It is inevitable that in terms of understanding the initial contours of response by MNCs to the economic recession, we must rely on data from studies of practice. These data will precede more academic analysis. In this section we summarise what the most recent practice data suggests is happening, and then place these trends back into the context we have discussed earlier.

There is emerging empirical evidence that MNCs are putting in structural solutions to move what were previously only network linkages between International Mobility and Talent Management functions (Aldred and Sparrow, 2009; Forum for Expatriate Management, 2010). The FEM study of 120 MNCs found that whilst currently 40.8% of global mobility functions report into Compensation and benefits or Rewards, 32.3% to the VP for HR, 7.1% to Talent Management and 7.1% to Resourcing, the preference is for much greater reporting to Talent Management (the preferred structural report for 16.3% of organisations) and direct to the VP of HR (preferred by 42.4%). These structural solutions were linked to programme size (number of international assignees managed). An even larger proportion of MNCs (23.5%) that had over populations of over 1000 international assignees wanted a structural solution that placed mobility under a talent umbrella.

The study by Aldred and Sparrow (2009) conducted on behalf of Brookfield Global Relocation examined the motivations that lay beneath the International Mobility (IM) strategy during the recession of 17 organizations in the pharmaceuticals, manufacturing, consumer products, industrial services, professional service, IT and telecommunications, retail, utilities, and financial services sectors. It is evident there are differences in the formal responses to the current economic conditions, associated trends in the volume of assignments, changes in the profile of candidates, assignment scrutiny and approval processes, governance protocols and control processes, and the balancing short-term pressures with longer-term strategic objectives.

Powerful force though the current economic conditions represent – it would be wrong to assume that the recession will have an equal impact on all International Mobility (IM) functions. The contours of the economic downturn are very different from one

sector to another and some sectors are more recession-resilient than others. Looking across the 17 organizations studied, the researchers found four different patterns of response:

- a reduction in the volume of mobility caused by the recession (in particular for automobile manufacturers, IT service organizations and some financial service organizations)
- a reducing volume of mobility where the changing volumes were not caused by the current economic climate but rather by preceding strategic changes (in some high technology engineering and distribution service organizations, in retail, and some financial and information services)
- no impact yet seen, beyond a general heightened sense of cost awareness, but an expectation of a general tightening of mobility over time (firms in the pharmaceuticals, food and consumer products manufacturing sector, clothes manufacturing and the distribution services sector).
- increasing volumes of assignment, regardless of the recession (seen in telecommunications, the oil and gas sector and in some professional service firms).

Under the first scenario – where mobility volumes have been impacted by recession – the impact was quite different in the short-term versus the long-term. The short-term impacts were not as severe as might be expected. Because many international mobility functions now operate on a significantly-outsourced and variable cost model, drops in volume of assignments mean that their vendor has to support fewer moves, but the internal function, which works mainly on policy issues, site-specific policy, internal controls and audit issues, benchmarking, and understanding the tax and cost of living issues associated with specific country-to-country combinations (local policies for housing, special transportation needs, security issues) does not experience as much pressure as might be expected. The long-term impacts on the future agenda for these IM functions were however marked. For example in the automobile sector the need to demonstrate reductions in overall structural costs has led to negotiations over how changes in car production volume will be handled, complex deals over pay levels, worktime adjustments and unemployment rights, and high uncertainty about how national funding deals might or might not be allowed to cross borders, and thereby impact the affordability of expatriates. This is creating potentially complex considerations about how to treat expatriates at specific plant locations, given that as a population they are on home-based pay arrangements. Many IM functions also faced questions about how to manage significant “re-sizing” of complex multinational businesses – especially in those organizations that had multiple site arrangements as with the automobile industry. This was expected to impact the way that the IM function (in conjunction with other stakeholders) will think

about the mechanics of key assignments, the sorts of performance objectives that might be given and the broader rewards environment.

In the second group of organizations, where reductions in mobility masked deeper business drivers, although survey data showed that there was a tightening of cost control or reduction in expatriate volumes, these changes often formed part of a bigger set of changes and were caused by more strategic developments. The recession overlaid prior strategic changes such as integration activity driven by prior mergers, or increasing globalization of the organization moving the IM function to a more mature operating model. The issues faced in a downturn – better scrutiny of assignments, improved cost management – were not new.

In the third group of organizations there was a general tightening of mobility processes with impacts including: extra scrutiny around whether or not an expatriate is needed; pressure to develop more of an upfront picture of assignment costs; scrutiny of the purpose of the assignment; fewer numbers of exceptions; more rejections of self- or business-initiated requests; greater promotion of a local plus approach; changes required to IM processes to improve efficiency, data and costs capture; approval levels moving up the hierarchy, and reductions in total programme costs. These organizations were in the words of the researchers “sorting out the shop”. They were using god financial housekeeping to reposition their IM functions. As the volume of assignments fell, during the time that the level of resource in the IM function was still protected, resources were being freed up to tackle some of the necessary efficiency and effectiveness issues in preparation for the upturn – putting in place some basic disciplines and behaviours that in turn would enable the function to be even more effective in the management of costs.

In the fourth group of organizations mobility levels had actually increased during the recession. Existing internal strategic drives made the organization – and its IM function – resilient to what was happening economically. Increases in mobility were driven by a deeper and longer-term change, often associated with an overriding need to globalise the organization at a fast pace. For example, in telecommunications sector the strategy has been to acquire national providers and various technological businesses, to move into a range of new partnership arrangements, and to develop emerging markets in Africa, the Middle East and the parts of Asia. This underlying growth strategy – only dented by recession – requires that organizations develop key emerging markets.

In general, the researchers concluded that a more mature approach appears to have been taken to IM in this recession. The general level of globalization has increased in many organizations since previous recessions, and as a consequence more organizations are aware of the need to balance short-term pressures with longer-term considerations. For several organizations one of the developments that has enabled a longer-term per-

spective has been the attention given to a broadened attention to the talent pipeline and different resourcing options before committing to definite resourcing plans. More critical questions are being asked about whether an expatriate is needed, how teams should be designed, if local talent or sub-contracting options exist, how long is needed to deliver the project objectives. A more flexible but realistic thought process is being applied to the challenge of resourcing mobility. Slowly, but surely, organizations are moving into a deeper consideration of what globalization means for them. A number of MNCs are then already creating the structural solutions that will forge new talent management directorates that can manage these global mobility processes (Aldred & Sparrow, 2009).

### **Conclusion: the major challenges facing the corporate HR function following the global financial crisis**

Our review of the role of Corporate HR function in Global Talent Management in Multinational Companies has identified four specific roles for CHR in GTM: *champions of process*, *guardians of culture*, *network leadership and intelligence*, and *managers of internal receptivity* (see Figure 1). The ultimate aim of MNCs is to build a core competence of being able to transfer capability across multiple countries, which involves monitoring the implementation of relevant policies and practices, encouraging an appropriate corporate culture, establishing the necessary networks, and ensuring all parts of the organization are sensitive to the needs of international staff. This implies a formal role for both CHR and senior leadership. In general, we are seeing more centralization of talent management strategies, particularly at regional if not global level (Collings, et al., 2008). However, the importance of informal control in decentralized structures has also been shown to be crucial (Scullion & Starkey, 2000). This informal approach may be more difficult to achieve but highly effective. Future research should therefore focus in particular on the challenges and value of balancing both informal and formal forms of control over GTM in different types of MNC settings.

Trends towards increased local sourcing in GTM demonstrate the need to shift to a 'bottom-up' focus across the firm to participate in mutual sharing of talent and joined-up thinking and action with regard to GTM. Therefore, in addition to the top-down role of CHR and senior leadership, there needs to be employee-led processes whereby employees take the initiative to be part of the talent flow. Two of CHR's roles – those of *guardians of culture* and *network leaders* – become crucial in encouraging this. As recent GTM research has shown, the focus may be better placed on the key *positions* in the organization rather than the star *people* (Collings & Mellahi, 2009). Future research should explore whether by combining this focus with the appropriate culture and networks, CHR can facilitate the bottom-up movement of talent around the organization.

Given the importance of the CHR role, it is perhaps surprising that there is little evidence or discussion about how the CHR function measures success for GTM. Once more we must rely on evidence from practice. Where MNCs appear to fail to develop appropriate talent management strategies for recruiting and managing international talent, they have been shown to be less likely to succeed in international business (Guthridge & Komm, 2008). To support the case for closer measurement of GTM, McKinsey report that more activity in GTM activities across their ten dimensions was highly correlated with higher profit per employee (Guthridge & Komm, 2008). Further empirical research is needed in particular into how MNCs balance the short-term needs of operating businesses against the long-term strategic goals of GTM and alignment with corporate strategy and business models, and also how they balance global and local interests. The dilemma facing CHR around short-term versus long-term goal priorities has perhaps been highlighted most strongly by the 2008 financial crisis: at a time when organizations are having to downsize and cut back on all forms of expenditure, how do organizations maintain their long-term succession plans for the key leadership positions? Further research is required into how firms have approached this balancing act, and whether in fact many firms might be facing a shortage of qualified senior talent in years to come due to cutbacks which have had to be implemented today. More broadly, further research is required on how the corporate HR function redefines its own role and contribution in a period of global recession, where pressures to balance the need to manage strategic HR issues with the need to respond to short-term pressures to cut costs become more severe.

One particularly important aspect of GTM is retention: noted as being increasingly difficult, especially in the emerging markets (Yeung, et al., 2008). Creating and maintaining high levels of employee engagement in the context of the global financial crisis is a major challenge for CHR. For example, in one UK-based large engineering multinational corporation operating in India and China, the CHR Director noted that it is Corporate's role to encourage engagement with the corporate brand on a global level, as well as there being local HR responsibilities for ensuring employees are engaged with their local manager and work unit. It will be interesting to explore further the extent to which employer branding is indeed seen as part of a firm's GTM strategy.

There is also growing evidence that an MNC's corporate social responsibility (CSR) activities are becoming an increasingly important way to attract and retain high-potential and high-value employees (Macey & Schneider, 2008). It is suggested that employees identify with a company more when they think that it is acting in a socially responsible manner and that CSR contributes to employee identification and pride in the company (Bhattacharaya, et al., 2008). We have noted the incorporation of marketing activity, such as employer branding, into the GTM function and CHR role, but future research

should also examine the links between CSR and talent management. This could be particularly fruitful in the emerging markets such as India and China which have seen the infusion of managerial practices from around the world due to the increased openness to international trade and de-regulation.

Our paper raises some key issues relating to the implications of the current global financial and economic crisis which began in 2008. First, researchers will need to address wider issues such as how the overall organization and management of the MNC is affected by the crisis. International mobility and talent management models currently in vogue in the West may be increasingly questioned. The crisis brings both a threat and an opportunity for the CHR role and some key questions arising in this context are as follows : Does the crisis represent an opportunity for CHR to demonstrate the contribution of HR to the business strategy by helping to develop managers with the capabilities to develop new industries? What role did CHR play in helping MNCs to best use its talent to capitalise on the strategic new opportunities that would arise in the future? What impact did the crisis have on the demand and supply for talent? And, how were patterns of global staffing and forms of international mobility affected by the global crisis?

Further research is needed on the extent to which the crisis has impacted on the opportunities for high potential knowledge workers and managers to move between leading MNCs. We might also expect the crisis to impact future mobility strategies and the opportunities for high-potential knowledge workers and managers to move between leading MNCs. Research should also examine how strategies of employee retention and engagement operate in the very different context of the emerging markets which have considerably higher turnover rates than in developed economies (Bhattacharaya et al, 2008).

Related to the financial crisis is the role of the CHR function in governance and risk management around GTM processes. For example, the forward planning of talent streams can reduce risk for the organization, however, ensuring a broader governance remit whereby the CHR function is accountable for ensuring fair, ethical and appropriate processes are in place to move talent around the organization may also become crucial as the firms directly affected by the financial crisis are having to exhibit stronger regulation of their activities (Boselie, et al., 2009). The coming years will show just how strong this dimension becomes within the CHR role.

There is also an urgent need for more empirical research on GTM strategies and practices in different cultural contexts around the world. New empirical and theoretical research into global talent management needs to be explored in the different contexts of Europe, Asia and North America. In this paper a key challenge was to locate the current discussion and debate about the role of the corporate HR function in global talent management and to contribute to a more informed and critical research agenda in this

area in the context of the current global economic crises. Future research is required, however to explore how the changing competitive environment influences corporate talent management strategies both in developed markets and in emerging economies.

In conclusion, previous research demonstrated that approaches to talent management vary in significant ways across different types of international firm (Scullion and Starkey, 2000). This paper has attempted to explore these differences and the reasons for them in more depth in the context of the global economic crises.

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### **Globalne zarządzanie talentami – nowe wyzwania dla ZZL w czasach światowej recesji**

#### Streszczenie

W artykule przedstawiono ostatnie osiągnięcia w dziedzinie globalnego zarządzania talentami oraz rolę, jaką, w dobie światowego kryzysu finansowego spełnia zarządzanie zasobami ludzkimi w firmach międzynarodowych. Omówiono także pojawiające się trendy globalnego zarządzania talentami i nowe role ZZL w organizacjach.

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