

CALL FOR PAPERS

Asia Pacific Journal of Human Resources

Special Issue on Talent Management in the Asia-Pacific

Guest Editors:

Dr. Anthony McDonnell (University of Newcastle, Australia)
Dr. David G. Collings (National University of Ireland, Galway)
Prof. John Burgess (University of Newcastle, Australia)

Talent Management in the Asia-Pacific

Talent management has entered the mainstream in recent years. Early contributions emerged from the practitioner community drawing in particular on the work of a group of McKinsey consultants who coined the term “the war to talent” to capture the challenges which US organisations were facing with regard to demographic changes. These changes limited the pool of available talent at a time when there was an increasing focus on employees as a source of competitive advantage in organisations. This is not merely a US issue with the Boston Consulting Group (2003) predicting skilled labour shortfalls of some 60 million worldwide by 2020, 19 million of which will stem from the Japanese and Chinese economies.

In recent years the conceptual and theoretical boundaries and foundations of talent management have received increased attention (Becker, Huselid & Beatty, 2009; Boudreau & Ramstad, 2007; Cappelli, 2008; Collings & Mellahi, 2009), and there has been growing consideration of talent management in the global context (McDonnell, Lamare, Gunnigle & Lavelle, 2010; Scullion, Collings & Caligiuri, 2010; Tarique and Schuler, 2010). Notwithstanding this widening base of theoretical and empirical contributions to the area of talent management, the field remains in its infancy. Many conceptualise talent management as the preserve of the human resource function, however, we argue that talent management needs to be considered by a range of key stakeholders if its potential contribution to organisation success is to be achieved. Indeed, recent evidence suggests that Chief Executive Officers (CEOs) are increasingly involved in the talent management process, with the majority of those surveyed spending at least 20 per cent of their time on talent issues, while most CEOs explicitly argued that talent management was too important to be left to HR alone (Economist Intelligence Unit, 2006). Thus, this special issue is likely to be of interest to academics and practitioners across disciplines. There remain a number of unanswered questions around the nature of talent management, and the opportunities and challenges which organisations face in managing their organisational talent.

Importantly, in the context of the current call for papers, there have been relatively few insights into the nature of talent management in the Asia-Pacific region. We suggest this is something that requires urgent redress, particularly when one considers the accelerated economic development which continues to gain pace in this region while western world economies flounder. The different institutional and cultural arrangements of the Asia Pacific is likely to impact on management practice and thus the approaches taken to talent management may vary from existing studies. For instance, labour mobility is only 23 years in existence in China as previous to this the recruitment process in organisations was centrally run by government pre-determined quotas (Rovai, 2008).

Given the objective of advancing the conceptual and empirical base of talent management with a particular focus on the Asia-Pacific region, papers may include some of the following, non-exhaustive, list of topics:

Subject Coverage

- Regional and national impacts on talent management

- The influence of geopolitical factors in talent management
- The linkage between talent management and organisational performance
- The impact the Asian concepts of 'Kaizen' and 'Guanxi' play in talent management
- Insights from diverse disciplinary perspectives such as strategic management, organisational behaviour etc.
- The nature of talent management in multinational subsidiaries in the region
- The role of talent management in indigenous organisations in the Asia Pacific
- The role of information systems in talent management
- The role employer branding in talent management
- The linkages between talent management and corporate social responsibility
- The role of the line manager in talent management
- Critical perspective on talent management as a construct and in practice

All papers will be reviewed in accordance with the *Asia Pacific Journal of Human Resources* review process. Manuscripts should be formatted in accordance with the *Asia Pacific Journal of Human Resources* publication guidelines. Manuscripts to be considered for this special issue should be submitted electronically to anthony.mcdonnell@newcastle.edu.au and david.collings@nuigalway.ie **no later than 28 February 2011** for publication in 2012.

References

Becker, B.E., Huselid, M.E. and Beatty, R.W. (2009) *The Differentiated Workforce: Transforming Talent into Strategic Impact*, Boston, Harvard Business School Press.

Boston Consulting Group (2003) *India's New Opportunity 2020 Report*, February, New Delhi.

Boudreau, J.W. and Ramstad, P.M. (2007) *Beyond HR: The New Science of Human Capital*, Boston, MA, Harvard Business School Press.

Cappelli, P. (2008) *Talent on Demand*, Boston, MA, Harvard Business School Press.

Collings, D.G. and Mellahi, K. (2009) "Strategic Talent Management: What is it and how does it matter?", *Human Resource Management Review*, 19: 304-13.

Economist Intelligence Unit (2006) *The CEO's role in talent management: How top executives from ten countries are nurturing the leaders of tomorrow*. London, The Economist.

McDonnell, A., Lamare, R., Gunnigle, P. and Lavelle, J. (2010) "Developing Tomorrow's Leaders – Evidence of Global Talent Management in Multinational Enterprises", *Journal of World Business*, 45: 150-160.

Rovai, D. (2008) "Recruiting high-tech managerial talents in China: an institutional perspective", *Journal of Technology Management in China*, 3: 181-193.

Scullion, H., Collings, D.G. and Caligiuri, P.C. (2010) "Global Talent Management", *Journal of World Business*, 45: 105-108.

Tarique, I. and Schuler, R. (2010) "Global talent management: Literature review, integrative framework, and suggestions for further research", *Journal of World Business*, 45: 122-133.