TALENTS, PROJECTS AND MANAGEMENT – ATTEMPT AT SYNTHESIS

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Abstract: The discussion undertaken in this paper addresses the subject of talent management. The theoretical background of talent management enables the identification of two basic cognitive perspectives of the description of this phenomenon. The first defines talent management in an organisation. The second, embedded in a global environment, identifies the essence of global talent management. The aim of the study is an attempt at a reinterpretation of the issue of talent management in projects. The methodology adopted in this article is based on the deductive method. The way of reasoning is based on discovering new relationships and classifications on the basis of previously known theoretical foundations. In this case, an analysis of the state-of-the-art in project management and talent management is made in order to conceptualize these issues in a new way. The research premise is the identification of three stages of project management evolution in a network environment (i.e. management of a project "within" an organisation, management of a "cross-organisational" project and management of an "ephemeral" project). The research results presented in the paper concern important issues in the development of management theory and practice. A new theoretical approach and systematizations of "symbiosis" between the talents and projects issues in organizations have been proposed. The presented approach in management practice may contribute to greater effectiveness of talent management in projects implemented by organizations.

Key words: management, talent management, management project, networks

Introduction

Today's business world is a world of competition for new technologies, new virtual spaces and the most talented and creative people. In the case of technologies or e-business models, business processes very often take the form of project implementation. However, in the case of the most talented people, business organizations apply different practices of identifying and acquiring them, the area is called talent management. The intention of this paper is therefore to present research on an epistemological synthesis of talent and project management against the background of contemporary global processes.

The practice of management pays special attention to human resources, considering them to be an organisation's key immaterial capital that determines its development. Particular importance is given to the quality of human resources,

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with the level of employees' qualifications considered to be the most important determinant of an organisation's development (Wijewardena and Cooray, 1995; Onyusheva, 2017). The need for creating an organisational environment facilitates the intensification of creative and innovative behaviours, and it is also highlighted (Salleh et al., 2018).

The paper is an attempt to interpret the subject of talent management in the context of project execution. The text is further developed by locating talent management in the project framework. Therefore, the discussion on talent management has been conducted in relation to three original stages of project management evolution, i.e., management of a project "within" an organisation, management of a "cross-organisational" project and management of an "ephemeral" project. The proposed research approach is an argument for a reinterpretation of talent management in projects. The methodology applied in the research presented in this paper is based on the deductive way of reasoning. The presented text is not an example of empirical research, but it is a contribution to conceptual research based on drawing logical conclusions on the basis of accepted assumptions resulting from the achievements of management sciences and related fields. In this case, an analysis of theoretical foundations in project management and talent management has been made for present a new proposition of theoretical synthesis and conceptualization.

Literature Review

The literature indicates the existence of an extensive interest in the subject of talent management. The growing interest in this subject can be linked, among other things, to the current global trends. They include (Buttiens and Hondeghem, 2012):
− demographic trends connected with population ageing,
− shift in employees' attitudes towards greater concentration on an individual career rather than loyalty towards the employer,
− lack of an organisation's economic stabilisation,
− pressure of the external environment to increase ethical behaviour and corporate social responsibility.

The current global trends encourage research and analyses that address (Buttiens and Hondeghem, 2012):
− the need for an organisation to increase its efforts to attract and retain competent human resources,
− the shift in employees' attitudes towards greater autonomy and individuality,
− the need for enterprises to be more concentrated on ever higher effectiveness and productivity of their human resources,
− an organisation's obligation to intensely engage in ethical issues and bear social responsibility in the context of attracting and retaining above-average human resources.

It is commonly accepted that talent management has originated from the view held by organisations that the quality of human resources is the most important strategic

resource. From the perspective of the internal organisational environment (Al-Shammari and Al-Am, 2018), the interest in talent management in an organisation focuses mainly on employees' key skills and knowledge resources (Guo et al., 2016). Talent management is defined as "the systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organization" (Davies and Davies, 2010). Of particular importance is the context of value creation, where key values for an organisation are identified. By recognising employees who show above-average potential, the organisation manifests its maturity in a sense.

Generally, it is assumed that global talent management means "the strategic integration of resourcing and development at the international level which involves the proactive identification and development and strategic deployment of high-performing and high-potential strategic employees on a global scale" (Collings and Scullion, 2008). The perspective of the strategic integration of resources and the global dimension of talent management generate numerous challenges to Human Resource Management, especially, in the context of global competition and global mobility (Figure 1). The global dimension of talent management identifies in the sphere of human resources management the need to pay attention to such phenomena as employer branding, managing staffing flows, global expertise networks and encouraging mobility.
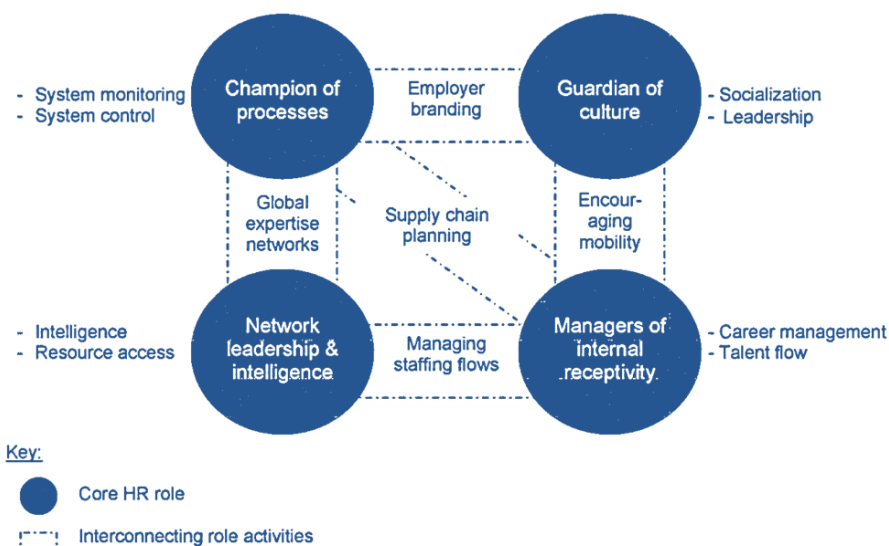
Figure 1. Corporate HR roles in global talent management (*adapted from Farndale et al., 2010)*

Employer branding enters the sphere of organisational value creation and effective management of human resources. The need to shape an organisation's abilities to recruit and retain highly skilled employees by enabling them to develop their

competencies perfectly fits into the definition of employer branding (Ślusarczyk, 2017). The literature defines employer brand as "*the package of functional, economic and psychological benefits provided by employment, and identified with the employing company*" (Ambler and Barrow, 1996). According to Mokina the global dimension of talent management requires "*a clear understanding and practical application of employer branding principles, based on establishing, maintaining and positioning of the unique, attractive image of the company as an employer in the labour market enables the company to operate successfully in terms of the so-called war for talents*" (Mokina, 2014). Global talent management enters the sphere of managing staffing flows in the global space. If we look at the issue of managing staffing from the global perspective, then organisations seek talents and human resources everywhere they are available. It is stressed that "*the company of the future will call on talent and resources - especially intellectual capital -- wherever they can be found around the globe, just as it will sell its goods and services around the globe*" (Cascio and Aguinis, 2008). Thus, geographical boundaries do not constrain staffing flows. The flows cross the boundaries of organisations, regions, etc. However, the intensity, quality and variety of such flows can constitute a precondition for effective operation on the global market.

Global talent management is based on global expertise networks. There is a widespread view that the modern practice of talent management focuses on global staffing (Guo, Rammal and Dowling, 2016). The knowledge economy generates the need to rely on expertise. Functioning in the global space makes it possible to recruit the best human resources, including tapping the potential of global expertise. However, organisations "*are able to leverage the expertise across the globe by combining their human resources through the use of information technology*" (Liu et al., 2014). Thus, it seems that seeking effectiveness and efficiency in talent management leads to recognition of the need to improve both the internal environment of an organisation (micro-scale) and global expert networks (macro-scale). Taking as a point of reference the internal organisational environment and global networks, talent management "*involves identifying the key skills and knowledge held by individuals in the organization, and managing its transfer across within the organization's global network*" (Guo et al., 2016).

Managing staffing flows in global networks requires mobility of human resources. In this respect, the modern business environment, which is based on cooperation and collaboration networks, facilitates the intensification of international mobility by, among other things, encouraging staff mobility and developing new forms of mobility. In the context of the discussion of the importance of international mobility in global talent management, the literature considers "*the volume of migration and the shift towards skills-related immigration systems and the globalization of a number of professional labour markets, such as healthcare and information technology*" to be the significant factors in increasing the level of international mobility and developing new forms of global mobility (Farndale et al., 2010).

Research Results

A project is a specific business undertaking, embedded in time and space. Both project and project management increasingly take place in an organisational environment that evolves towards the so-called space "without boundaries". What is more, crossing formal boundaries is not confined to the space understood as the place where the project is implemented, but, what is highly important also refers to other areas. Crossing boundaries are manifested, among other things, in the complexity and interdisciplinary character of a project and the holistic approach to project management. Analysis of the characteristics of project management in networked systems enables the identification of three evolutionary stages:

– project management "within" an organisation,
– "cross-organisational" project management,
– "ephemeral" (evanescent) project management.

Project management in the organisational environment locates the project in the space confined within the boundaries of one organisation. The networking is usually formalised and structured in character due to the internal procedures/mechanisms existing in the organisation. Thus, the project's environment is the network, in which mostly endogenous links are identified, with external links only playing a supportive role. It can be assumed that the scale of external inputs to the project, in this case, is determined by the scale of the organisation's engagement in terms of collaboration in a cross-organisational network. What is important is that the relational space shapes the conditions for execution of material and non-material flows, also for the project. Project management "within" an organisation is based on knowledge flows in the intra-organisational network.

If a project "crosses" the formal boundaries of one organisation, the environment for project execution will be a network of cross-organisational cooperation. The network's structure is made up of various organisations on a voluntary-engagement basis. These organisations concentrate on the project and contribute to the project by providing resources. From the perspective of the project, it is necessary to commit endo- and exogenous resources. The relational space is made up of various formal ties, developed in a network of cross-organisational cooperation.

It would seem that variety and autonomy, as the basic characteristics of the organisational environment of an "ephemeral" (temporary and transitional) project, make it more difficult to execute and manage such a project. Managing an "ephemeral" project involves uncertainty, indeterminacy and chaos. However, since in this case, the project shapes the structure of the network, the variety of nodes, ties and flows can be regarded as a characteristic of project management.

Recognising the need to pay special attention to highly innovative projects, the following question is arised: is it possible to incorporate talent management into the project environment? It seems that the perspective of project development in networked systems can be an argument for reinterpreting talent management for a project.

In the proposed conceptual approach, talent management defines in some sense of project environment. In relation to highly innovative projects, the "empowerment" of talent at a project level may constitute the first step towards the improvement of the environment of project management in a network (Table 1).

Table 1. Selected directions in improving the environment of project management in a network in the context of talent management

Areas	Stages of project management evolution		
	project management "within an organisation"	"cross-organisational" project management	"ephemeral" project management
project's organisational environment	matrix structures	cross-cultural management	leadership
	flattening of organisational structures	development of hybrid structures	self-organisation of temporal structures
knowledge creation and management	„tunnelling" of knowledge flow channels	development of contextual intelligence	development of team creativity
	management of knowledge "islands"	intellectual property protection from the perspective of cross-cultural management	management of "seed" knowledge

When attempting to locate talent management in the project framework, it seems possible to relate it to the three identified evolutionary stages of project management in a network (Table 2). Adopting the above narrative, the following can be distinguished:
- the internal environment of one organisation as the space for project management and talent management in an organisation,
- the environment "between" the boundaries of several organisations as the space for cross-organisational project management and network talent management,
- "temporary" networked environment for the management of an "ephemeral" project and global talent management.

At this point, it is worth highlighting the so-called network talent management, where organisations execute a project in a cross-organisational network use talents as the network's potential. This type of talent management can be seen as the intermediary state between the level of an organisation (i.e. talent management in an organisation) and global talent management.

Based on the above assumptions, the context for the interpretation of talent management is also shaped by the specificity of knowledge flows. The character of such flows encourages us to pay attention to:
- the relational space of the intra-organisational network, where intra-organisational links and organisational knowledge flows are identified,

− the relational space of the network as the effect of cooperation among numerous organisations, where intra-organisational and cross-organisational ties occur, and knowledge flows involve parts of the potentials of the organisational knowledge shared for the project as well as the new knowledge developed as part of the project,

− the relational space of the project's network with links and knowledge and flows within the project.

Table 2. Attempt to locate talent management in project framework

Areas	Stages of project management evolution		
	"project management "within an organisation"	"cross-organisational" project management	"ephemeral" project management
project's organisational environment	talent management within one organisation	talent management "between" the boundaries of many organisations	talent management in a project-created network
knowledge creation and management	knowledge flow in the organisation and standards for managing the organisational knowledge potential as the context for talent management	knowledge flows across the boundaries of a number of organisations and the practice of managing parts of knowledge potential of several organisations as the context for talent management	knowledge flows within a project and the practice of managing the knowledge potential of the project as the context for talent management

Project management in networked systems facilitates reorientation in the sphere of talent management (Table 3).

Table 3. Foundations of reorientation of talent management in project framework

Stages of project management evolution		
project management "within" an organisation	"cross-organisational" project management	"ephemeral" project management
talent management in an organisation	multi-cultural management	management on the verge of chaos (intermediate states)
from identification, development and engagement of highly skilled employees to unlocking, developing and nurturing the talents of each of the employees in the organisation	from formalised programmes designed to develop and strengthen talents to flexible mechanisms for temporal engagement of talents	from acquisition, temporal retention and temporal engagement of talents to talent training, stimulation and strengthening
from classical talent management in an organisation to the management of the potential of each employee's talent	from talent management in a "stable" organisational culture to talent management in an evolving culture	from dynamic talent management to "vibrant" talent management

From talent management in an organisation through multi-cultural management, it enters the sphere of management on the verge of chaos in the space "without boundaries".

Talent management in the relational space of an intra-organisational network identifies the need to not only create and use relations with a company's employees in a project but also to strengthen these relations for subsequent projects. It is worth bearing in mind that the perspective of innovative projects requires new knowledge. The activities are also taken as part of importance of employer branding. It seems, however, that the context of project execution shifts talent management from the level of an organisation to that of an individual's potential, i.e. it empowers talent in some sense.

On the one hand, a project that is embedded in a "cross-organisational" environment formulates talent management as a product of the standards developed by the individual organisations making up the network. On the other hand, talent management at the level of such a project, though it may partially involve strong relations among the employees of the organisations operating in the network, it also involves temporal relations that were only established for the project. Network talent management includes staffing flows, cooperation among experts and mobility of human resources within a functioning cross-organisational network. In some sense, there is "competition" among various organisational cultures play at here. The success of the project is determined in this case by the degree of openness, formalisation and bureaucratisation of organisational systems, including organisational culture. Diversity drives evolutionary changes in the organisational culture. It can be assumed that functioning in a multi-cultural environment enriches the organisational culture of each of the organisations by new values. It can be assumed, in significant simplification that a "permanent" organisational culture evolves towards a "developing" culture.

Defining the third type of project management as "ephemeral" is related to the approaches to the theory and practice of project management linked to concept of "temporary organization" (Packendorff, 1995; Jones and Lichtenstein, 2008) and "project-based organization" approach (DeFillippi, 1998; Hobday, 2000; Keegan and Turner, 2002). The dynamics of the environment in which organizations operate and a rapidly changing ways of creating and using technologies influence an ontological design of projects. These changes often concern a transformation of projects, their appearance and disappearance, as well as high dynamics in time scales. "Ephemeral" project management takes place in the environment of free and unlimited networking. The project forms the network structure based on free and informal social relations. Each of the persons involved in the project co-creates the potential of the network. Talent is considered to be one of the factors determining the joining of the network. Talent management in an "ephemeral" project encompasses acquisition, temporal retention and temporal engagement of talents. The context of transience is crucial in this case. The existing talents are strengthened, and new ones are developed through the project as a result of the

conscious activity of those involved. It is possible to multiply the potential of individual's talent through synergy. Talent management becomes a process of conscious building of one's own potential by creating, maintaining and utilising social networking.

Managerial Implication

The topic of talent and project management may be important from the point of view of management practice. It seems that contemporary organizations are increasingly based on a project approach. In today's world of global business models, companies base their operations on the implementation of business projects. Everything becomes a project. What is important, project design and management concern not only commercial organizations but also all types of organizations, including the public sector.

In the public sector, there is also a growing role of projects, also in the context of "new public management" concept, where an office clerk becomes more often a member of the project team or project manager. In addition, the growing importance of the social and sharing economy should be noted. These economic and organisational-institutional models are based primarily on the implementation of projects. Also, models of new technological innovations in the ICT sector are based on the implementation and realization of techno-business projects. After all, business models of start-ups are projects. However, when it comes to talent questions in the world today, it is an issue that is becoming absolutely crucial in business at every level, from local to global, from craftsmanship and artistic activity to virtual "born global" enterprises.

The world's largest companies or the most powerful corporations in the present world are building their advantage in talent management. A key practice of companies such as Google, Amazon and SpaceX is to acquire talents on the global labour market, and it is not about local or regional talents, it is about competing for talents on a global level. Talent management becomes critical to achieving competitive advantage in today's business. Therefore, the presented research is on the interplay of these two problems: talent and project management seems to be important for the development of management science theories and the contribution to practical business concepts.

Conclusion

The concept of locating talent management in projects, as presented in the study, is a proposal for interpreting this issue in a networked environment. The reference to the three stages of the evolution of project management in a network (i.e. project management "within" an organisation, "cross-organisational" project management and "ephemeral" project management) is in the basis for a reinterpretation of talent management. However, the applied methodological approach has certain research limitations.

Knowledge contextuality is a special area of interest within talent management. Talent, depending on the context, may represent greater or lesser value to an organisation and network or project. It is also worth paying attention to the functioning of multinational corporations.

The intensification of activities undertaken by multinational corporations to attract talents may lead to excessive concentration of talents in the centres of the regions where multinational corporations have their seats. On the other hand, an insufficient level of saturation of the peripheral areas of cities and regions with talents can hamper their development.

Another problem is the fact that talents are captured by the private sector. The organisational environment of multinational corporations seems to be more attractive when compared to the public sector, which may result in a decline in the quality level of public services. Directions for further research on this issue may concern empirical analysis of social structures of project groups within three types: project management "within" an organisation, "cross-organisational" project management and "ephemeral" project management. In addition, research can be undertaken on social cultures of context and talents in particular types of projects. An interesting intention would also be to undertake research on the practices of acquiring talents to implement projects depending on the type of industry.

On the one hand, the interdisciplinary character of talent management significantly complicates the cognitive process; while on the other hand, it may represent a challenge to management studies. The proposed approach starts a certain research sequence. The conceptualisation of the issues of talent management in the context of project management as presented in the paper is, according to the author, an important stage preceding empirical studies.

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TALENTY, PROJEKTY I ZARZĄDZANIE - PRÓBA SYNTEZY

Streszczenie: Dyskusja podjęta w tym artykule dotyczy tematu zarządzania talentami. Teoretyczne podstawy zarządzania talentami umożliwiają identyfikację dwóch podstawowych perspektyw poznawczych opisu tego zjawiska. Pierwszy definiuje zarządzanie talentami w organizacji. Drugi, osadzony w środowisku globalnym, identyfikuje istotę globalnego zarządzania talentami. Celem badania jest próba reinterpretacji kwestii zarządzania talentami w projektach. Metodologia przyjęta w tym artykule opiera się na metodzie dedukcyjnej. Sposób rozumowania opiera się na odkrywaniu nowych relacji i klasyfikacji na podstawie wcześniej znanych podstaw teoretycznych. W tym przypadku dokonywana jest analiza najnowocześniejszego zarządzania projektami i zarządzania talentami w celu konceptualizacji tych problemów w nowy sposób. Założeniem badawczym jest identyfikacja trzech etapów ewolucji zarządzania projektami w środowisku sieciowym (tj. Zarządzanie projektem „w ramach organizacji", zarządzanie projektem „międzyorganizacyjnym" i zarządzanie projektem „efemerycznym"). Wyniki badań przedstawione w artykule dotyczą ważnych zagadnień w rozwoju teorii i praktyki zarządzania. Zaproponowano nowe podejście teoretyczne

i systematyzację „symbiozy" między talentami i problemami projektów w organizacjach. Przedstawione podejście w praktyce zarządzania może przyczynić się do większej efektywności zarządzania talentami w projektach realizowanych przez organizacje.

Słowa kluczowe: zarządzanie, zarządzanie talentami, projekt zarządzania, sieci

人才，项目和管理 - 合成时的尝试

摘要：本文所进行的讨论涉及人才管理的主题。人才管理的理论背景使得能够识别出这种现象描述的两种基本认知视角。第一个定义了组织中的人才管理。第二，嵌入全球环境，确定全球人才管理的本质。该研究的目的是试图重新解释项目中的人才管理问题。本文采用的方法基于演绎法。推理方式基于在先前已知的理论基础的基础上发现新的关系和分类。在这种情况下，对项目管理和人才管理的最新技术进行分析，以便以新的方式概念化这些问题。研究前提是确定网络环境中项目管理演变的三个阶段（即"组织内"项目的管理，"跨组织"项目的管理和"短暂"项目的管理）。本文提出的研究成果涉及管理理论与实践发展中的重要问题。提出了组织中人才与项目问题"共生"的新理论方法和系统化。管理实践中提出的方法可能有助于提高组织实施项目的人才管理效率。

关键词：管理，人才管理，管理项目，网络