

TALENT MANAGEMENT IN SPORT ORGANIZATIONS

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Abstract: Succession and talent management approach from sports organizations should be shaped by its strategic goals, the context in which it can be found, and human resources requirements. We will present the six steps that provide a work schedule to design and implement succession in management: a) planning/extending the process, b) providing strategic integration, c) assess the current situation, d) identifying and assessing gifted individuals e) implementation: planning and undertaking development, f) evaluation.

In the starting phase, the organization must define a business case for the succession in management. The second step should be considered in the demographic light of the organization and implications of the demographic change upon the application of candidates for critical organizational roles. By the third step, by estimating the current state of play, it is performed a risk assessment of possible departures from the existing already critical roles. The fourth step is to identify and evaluate the potential. It incorporates the identification of critical roles in the organization and the development of a clear understanding of the capabilities required for effectiveness in those roles. The fifth step is the implementation and this involves planning and implementing the program. The last step is evaluation. For the organization, assessing its results could be determined in the following terms: if organizational risk decreased, reduced or not.

Keywords: *management, sport, organization.*

Introduction

Approaching succession and talent in management by sports organizations should be shaped by its strategic goals, the context in which it can be found, and by the human resources requirements. While each organization will have different requirements within the policies and processes of succession and talent in management there are a few basic components in order to develop an appropriate process. The explanation for any scheme of succession and management talent begins with the executive director and refers to the managers of all levels, without their support planning clearly having no success. The six steps presented and then outlined in detail, provide an outline of work to design and implement a succession in management: a) planning/extending the process, b) providing strategic integration, c) assess the current situation, d) identifying and assessing gifted individuals e) implementation: planning and undertaking development, f) evaluation.

The process of talent management

The first step is planning the process. In this starting phase, the organization must define a business case for the succession in management. The reasons for employment within succession and talent in management should be clearly outlined and the benefit brought to the organization should be assessed in relation to the

strategic goals of the organization. The other critical element is the confidence that the process will be supported by the senior managers and also supported by the lower levels.

A developing research demonstrates the importance of the executive support [3,4]. Ensuring that the process is transparent even from the outset is vital. If the transparency of the process is important, it is also critical that personal details be kept confidential. Feedback systems in terms of staff should be introduced in the process and developing a communication strategy in order to inform people about the process is also recommended, as well as providing specific information to employees.

The approach chosen should focus on strategic development of capabilities, which is why measuring results over time will be required. Planning scheme of human resources can be used to identify critical roles in the success of the organization and those that are likely to become critical in medium to long term. This sends us to the second step – the ensuring of policy integration. This integration should be considered in the demographic light of the organization and implications of the demographic change upon the application of candidates for critical organizational roles. Along with the human resource planning process, the process of succession and talent in management should be

integrated along with the training and development plan and performance management system. For example Sports Center managers who will be involved in training the staff may need training in order to develop their talent as a trainer, thus they can lead effectively. This training should be integrated into the role of the job and build around it strategic imperatives of the organization.

This step, ensuring the strategic integration, implies also the identification of the distinct capacities that group leaders have, capacity that could provide a basis through which the organization is more efficient than its competitors, now and in the future. This will cater for future requirements of the organization, critical success factors, values, strategies and expected challenges. For example, answering questions coming from the media and producing television or radio interviews, may be a minor component of the obligations of a job as chief executive today; but if the sports organization's goal is only to launch a new style of competition, trainings realized on this subject, for the executive director and a small team of reporters, this could strategically improve the image of the organization through the capitalization of the increased potential due to exposure in the media. It is important for sport organizations to have a strong employer brand to attract the best candidates [2].

Initially, the process of succession and talent in management should be told at least one or two levels below the target roles of building the required capacity and offering profoundness. By the third step, by estimating the current state of play, it is performed a risk assessment of possible departures from the existing already critical roles. This should draw, or sketch a demographic analysis of the scheme that starts from the working scheme of the human resources and designs future requirements in critical roles, taking into account internal and external factors and identifying the most pessimistic scenarios. Starting from this, the organization can determine the extent of any position on short term by designing requirements, internal mobility and deleting into the next 3-5 years. For example, most western countries are facing an old, aged working force, which means a critical consideration for many sports organizations; in the next 10 years, half of the directors and senior managers will retire. Despite numerous warnings about the impact of an aged working force, a recent survey of 578 companies revealed that more than one quarter of the business people of

the USA are not ready yet for a major change in what regards the working force of the country considering that a record number of elderly workers retire from the service.

Any vacancies identified between the current capabilities for the key roles and future requirements could be addressed through relevant strategies of succession and talent in management including the development of internal capacity, external recruitment in order to aim immediately the particular vacancies, or programs for recruiting specialists. The fourth step is to identify and evaluate the potential. It incorporates the identification of critical roles in the organization and the development of a clear understanding of the capabilities required for effectiveness in those roles. These will include positions that exert a critical influence over the activities of the organization. The essential skills and competences identified are then drawn using powerful, important, and objective criteria [6].

These criteria are also used to identify and determine the source of high performance and high potential candidates. The organization will then define what it means being talented or with a high potential, both within the organization and in the context of critical organizational roles. For example, entrepreneurial skills, together with the initiative and attributes of a player within the team may be necessary to establish high performance in a sales and marketing role within a professional franchise in sports. As part of this process, the organization identifies people who might work well in target roles. The values of the organization and the management components required should also be considered with each individual performance and ability to learn. It is important to understand strengths, the potential of the identified and how these individuals can meet future requirements. It is vital to have accurate, precise identification and evaluation.

Subjectivity can be minimized by using multiple methods that are comprehensive and evidences based on the evaluation of potential and by identifying employees who could handle the specified roles [7].

A good start to review performance, potential and requirements of the development is the existence of management performance data including the following: biographical data; current performance; behavior observation; total feedback and all formal estimate of the results; interviews for determining career preferences; assessment of the possibility to remain in the organization; "behavior" interviews used to determine past

performance in challenging situations; feedback from senior executives and relative evaluation of certain characteristics [10].

In most performance management systems the supervisor assesses the performance of the staff. In any case, succession and talent do not always occur if immediate supervisors. The assessment can be better performed by an external or a "third party" or within the higher/senior levels of the organization. The organization may also consider awarding individuals with opportunities of self-appointing and to express an interest in seeing certain roles based on preferences and personal objectives. A meeting for reviewing the higher/senior staff should be held in order to discuss individual reports, to agree on the list of "potential", and to establish the final list. The documentation for this process should include information about each employee, the potential, the level of performance, the career interests, the goals and the retention risk of each.

Any kind of internal capacity problems will become apparent at this stage through the possible short estimates and through the surplus of possible candidates. The analysis should not be done in isolation and it should also outline the analysis of the human resources used in human resources planning and it may include an assessment of the market factors regarding the availability of external skills and an assessment of the place where development resources should be focused. The fifth step is the implementation and this involves planning and implementing the program. The plan will outline the types of roles or experiences that could be offered as opportunities of rapid development, in correlation with future needs of the organization [1].

Larger organizations may want to assign particular "packages" of tasks such as "development roles" and to use these as development tasks for talented individuals. This step focuses on the development of the capacities required for each individual through a program for learning experiences, program that has performance objectives. The development plan should close any vacancy and/or strong existing skills; competencies and goals should be aligned with the organization's strategic plan. The development of opportunities could include a target task of the job, managing a project, a formal training program, or an external activity. Development can be accelerated in order to ensure an application of the staff suitable for the future applications of the role, and/or undertaking, as part of the organization's working scheme, of

management performances. Development plans incorporate factors such as individual capacity requirements, anticipating the challenges of the role, organizational required knowledge, and individual items [5].

Development plans usually include a plan that assigns/offers the individual the following: job rotation, special tasks and involvement; exposing a strategic agenda and the higher levels of the organization; strategies for self-development; access to high-level mentors [8,9].

It is important that the opportunities for the two methods of feedback and the regular review be built into the process of succession and talent in management. The organization should outline how often the revisions occur and should also follow development plans, noting that the reward structures are aligned with the program of undertaking development goals or targets. However, eventually people are responsible for developing their careers and are ready to face development goals and winning, the demonstration of new capacities. The individual must assume primary responsibility in order to face the targets under development and in order to maintain the reality of their performance. The last step is to assess, although it should be borne in mind that assessment as a process should be continuous. The organization should set periods to implement and evaluate the approach and its effects. For the organization, assessing its results could be established in the following terms: if the organizational risk was reduced, it reduced or not. In respect of the individual, the evaluation could include self-assessment on the state of the capacity and changes demonstrated in performance and behaviour at the workplace. The total process of succession and talent in management should be monitored. This may include periodic assessment of the progress within the individual development plans, the degree of involvement of the current leaders or senior and the share of internal and external appointments.

Conclusions

In conclusion, we may say that the succession and talent in sport management should be part of the organization's strategy and human resource planning scheme and it should be aligned with the current needs and requirements of organizational involvement. Human resource planning includes guidance and demographic data analysis, the growth rate provisions, and arranging talent supply and demand for civic, availability of external work. The programs of succession and talent in management should be developed taking

into account the analysis and should be linked to existing recruitment, performance management,

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