

Talent Management Innovations in the International Hospitality Industry

TALENT MANAGEMENT

Series editors: Vlad Vaiman and David Collings

This series focusses on talent management, one of the fastest growing areas of research in the areas of business and management. As a topic it bridges a number of core management areas, including HRM, Organisational Psychology, and Strategy and International Business.

The series features monographs and edited collections exploring both research and practical perspectives on contemporary talent management. The main aim of the series is to provide a key outlet for scholars wishing to publish novel perspectives on talent and talent management from across disciplinary divides. It also provides an opportunity for those seeking to explore new and innovative issues and topics in this area in greater depth. The series will bring together emerging theoretical approaches with real world practitioner perspectives from across a range of subjects in this field, including (but not limited to):

- Employer branding
- Talent analytics
- Global talent management
- Talent turnover
- Talent retention
- Talent development
- Talent and teams
- Distribution of performance
- Transferability of performance
- Contextual performance
- Performance and potential
- Talent management in SMEs
- Talent management in the public sector
- Talent management in developing economies

Titles in the Series:

Talent Management in Small Advanced Economies, Editors: Snežina Michailova and Dana L. Ott

Managing Talent: A Critical Appreciation, Editor: Stephen Swailes

Talent Management Innovations in the International Hospitality Industry, Editors: Stefan Jooss, Ralf Burbach, and Huub Ruël.

Global Talent Retention, Editors: David Allen and James Vardaman (forthcoming)

Talent Management Innovations in the International Hospitality Industry

EDITED BY

STEFAN JOOSS

University College Cork, Ireland

RALF BURBACH

Technological University Dublin, Ireland

AND

HUUB RUËL

Hotelschool The Hague, The Netherlands



United Kingdom – North America – Japan – India – Malaysia – China

Emerald Publishing Limited
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2021

Copyright © 2021 Emerald Publishing Limited

Reprints and permissions service

Contact: permissions@emeraldinsight.com

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

British Library Cataloguing in Publication Data

A catalogue record for this book is available from the British Library

ISBN: 978-1-80071-307-9 (Print)

ISBN: 978-1-80071-306-2 (Online)

ISBN: 978-1-80071-308-6 (Epub)



ISOQAR certified
Management System,
awarded to Emerald
for adherence to
Environmental
standard
ISO 14001:2004.

Certificate Number 1985
ISO 14001



INVESTOR IN PEOPLE

Contents

List of Figures	vii
List of Tables	ix
About the Contributors	xi
List of Contributors	xvii
Introduction	
<i>Stefan Jooss, Ralf Burbach and Huub Ruël</i>	1
Chapter 1 Strategic Talent Management in the Hospitality Industry	
<i>Thomas Garavan, Geraldine Matthews-Smith, Ann Marie Gill and Fergal O'Brien</i>	9
Chapter 2 Conceptualisations of Development Approaches to Promote Individual Creative Talent	
<i>Anastasia Kulichyova, Sandra Moffett, Judith Woods and Martin McCracken</i>	31
Chapter 3 Sustaining Hospitality Talent Pools Through a Common Pool Resource Lens	
<i>David W. Brannon and Ralf Burbach</i>	53
Chapter 4 Talent Management, The Employer Brand, and Employee Retention: Evidence from the Irish Hotel Sector	
<i>Donagh Davern</i>	79
Chapter 5 Mentoring Initiatives as Talent Management Innovations	
<i>Judie Gannon, Diana Clayton and Anna Klenert</i>	99

Chapter 6 Talent Management Innovations in the Hospitality Industry: Insights from the Winners of the Hospitality HR Award <i>Celine Chang and Simon Werther</i>	<i>127</i>
Chapter 7 Talent Management Innovation in a Time of Unprecedented Disruption: Implications for Practice and Research <i>Julia Christensen Hughes and Jonathan D. Christensen</i>	<i>153</i>
 Index	 <i>181</i>

List of Figures

Figure 2.1.	The Conceptual Framework of Creativity and Talent Development in Organisations.	39
Figure 5.1.	Talent Management Mentoring.	105
Figure 5.2.	Talent Management Mentoring Triangle.	109
Figure 6.1.	Antecedents and Outcomes of Talent Management.	129
Figure 6.2.	Model of Talent Management as the Basis for Further Analysis in this Chapter.	131
Figure 6.3.	Summary of Success Factors for Innovative Talent Management in the Hospitality Industry, as Derived from the Analysis of Award Winners.	145

This page intentionally left blank

List of Tables

Table 2.1. An Overview of the Theories of Creativity Based on the System-based Approach.	37
Table 5.1. Overview of Mentoring Initiatives in Hospitality and Tourism Sectors.	112
Table 6.1. Summary of Innovative HR and Talent Management Strategies and Programmes and its Effects.	135
Table 6.2. Summary of Innovative Practices to Recruit Talent and its Effects.	139
Table 6.3. Summary of Innovative Learning and Development Strategies, Programmes, and Practices and its Effects.	141
Table 6.4. Summary of Innovative Retention Strategies and Practices and its Effects.	143
Table 7.1. Top US Hospitality and Tourism Organisations.	163

This page intentionally left blank

About the Contributors

David W. Brannon, following his undergraduate degree at Hotelschool The Hague, David, started his hospitality career with Hyatt and Fairmont Hotels in Dubai. Inspired by an interest in talent management among global hospitality organisations, he completed his PhD at Henley Business School, University of Reading, focussing on service team dynamics. He advised several departments of the British Government on various talent management projects before re-joining Hotelschool The Hague as an HRM Lecturer. In 2019, he was awarded a postdoctoral research grant funded by the Dutch government addressing Sustainable HRM in the Dutch Hospitality Industry for the attraction and retention of early career professionals. His research interest lies in developing sustainable talent management initiatives for hospitality industry talent pools.

Ralf Burbach is the Head of the Hospitality Management Discipline in the School of Hospitality Management and Tourism at Technological University Dublin. Previously he occupied the position of Campus Coordinator at Wexford Campus, Institute of Technology Carlow. He has lectured in a number of higher education institutions in the Republic of Ireland since 2001 and held Visiting Professorships in a number of institutions and countries. Prior to his academic career, he worked for 13 years in the hospitality industry and held managerial posts in Germany, the UK, and Ireland. He has published a series of book chapters and journal articles in the areas of electronic HRM, global talent management, international and comparative human resource management, and vocational and dual education systems. He is a Past President of the European chapter of the International Council on Hotel Restaurant and Institutional Education. He is a Chartered Member of the Chartered Institute of Personnel and Development and a Member of the Irish Hospitality Institute. In addition, he serves on the hospitality Careers Oversight Group – an advisory body overseeing the development of human capital in hospitality and tourism in Ireland

Celine Chang is a Professor of Human Resources Management at Munich University of Applied Sciences, Germany, Department of Tourism. Her academic interests include strategic HR management with a focus on SMEs, regional approaches to employee recruiting and retention as well as leadership. She collaborates closely with partners in the hospitality industry and is a Jury Member of the Hospitality HR Award presented in the chapter. She is an experienced HR Consultant with a focus on talent and leadership development and executive coaching. After studying

Psychology at the University of Regensburg and the University of Queensland, Australia, she has worked in HR, consulting, and academia. She holds a doctorate in Psychology from the University of Hildesheim, Germany.

Jonathan Christensen is CEO of Bidmii International Inc., and an award-winning hospitality and business development executive. He has worked in senior roles with St. Louis Bar and Grill, Freshii, Boston Pizza International, and GUS Group. He is also a restaurant owner within the Firehouse Subs franchise. His contributions to this chapter include the identification of current and emerging hospitality trends and workplace innovations, and based on his own experience, a profound understanding of the impact of Covid-19 on small business owners.

Diana Clayton is a Senior Lecturer specialising in HR, leadership, change and related ‘people and organisations’ subjects at the Oxford School of Hospitality Management, in the Oxford Brookes Business School. Prior to joining academia, she acquired extensive experience as a senior HR (Reward) professional. Her research centres around knowledge management within organisations, with a particular focus on volunteers in festivals and events, using interpretivist research methodologies. She has published and contributed to several books in the knowledge management and events fields of study and is a regular reviewer for articles and books and for journals such as *Tourism Management* and *International Journal of Evidence Based Coaching and Mentoring*. She is a keen advocate of student experience initiatives, including two-student mentoring programmes incorporated within undergraduate modules.

Donagh Davern is a Lecturer in hospitality management at Munster Technological University Cork in South-west Ireland. He has over 20 years’ experience as a Hotelier and has managed 5-star hotels and resorts and also operated at a hotel group level, with experience in Ireland, the United States, Dubai, and Switzerland. He is a qualified CPA and has recently completed his PhD studies at the University of Surrey on the subject of employer branding and retention in the Irish hotel industry.

Judie Gannon leads the Doctorate in Coaching and Mentoring in the International Centre for Coaching & Mentoring Studies in the Oxford Brookes Business School, UK. She joined academia after several years’ experience in the hospitality industry. Her doctoral research focussed upon the development of managerial talent amid the international expansion of the hotel industry and led her to develop the Bacchus Mentoring scheme. Her research interests, publications, and consultancy cover the areas of: coaching, mentoring, talent, and management development. She acts as an Advocate for mentoring scheme managers and as an Advisor to a number of mentoring and coaching initiatives. She is on the editorial board of numerous academic journals and has contributed to several books on coaching and mentoring.

Thomas Garavan is a Professor of Leadership Practice at University College Cork and is a Leading Researcher worldwide in learning and development,

HRD, leadership development, and workplace learning. He has published over 200 articles, book chapters, and books, and has over 15,000 citations. He is an Editor of the *European Journal of Training and Development* and an Associate Editor of *Personnel Review*. He is a Member of the *Editorial Board of Human Resource Management Journal, Human Resource Development Quarterly, Human Resource Development Review, Advances in Developing Human Resources, and Human Resource Development International*. He is the recipient of the Academy of Human Resource Development, Outstanding HRD Scholar Award 2013. He has won numerous awards for best papers in HRDI, HRDR, and HRDQ.

Ann Marie Gill is a Senior Talent Management and Development Consultant specialising in human capital strategy and processes, talent assessment and development, executive coaching and mentoring, and organisation wise talent reviews. She has had over 25 years of experience in global talent management and organisational effectiveness in leading MNC and NGOs and has worked in over 25 countries. She graduated from the University of Limerick with a Masters in Quality Management and is currently the Chairperson of the Irish Rape Crisis Centre.

Julia Christensen Hughes is Professor and former (founding) Dean of the Gordon S. Lang School of Business and Economics, University of Guelph, Canada. Currently on administrative leave, Julia is focusing on her scholarly interests. Recently, she co-edited the 'Handbook of Human Resource Management in the Tourism and Hospitality Industries' (2018), Edward Elgar, contributing chapters on the changing hospitality and tourism context, employee engagement, and talent management. Her most highly cited work to date is 'Talent Management: A Strategy for Improving Employee Recruitment, Retention and Engagement Within Hospitality Organisations', with Evelina Rog, published in the *International Journal of Contemporary Hospitality Management* (2008).

Stefan Jooss is a Lecturer in Management and Programme Director for the Higher Diploma in Human Resource Management at the Cork University Business School, University College Cork in Ireland. Previously he was on the faculty at the Technological University Dublin where he completed his PhD in international human resource management. His main research interest and focus is in the areas of talent management and global mobility, particularly in the context of multinational corporations. His work in these areas has been published in leading peer-reviewed journals, such as the *International Journal of Human Resource Management, Human Resource Management Review, and the International Journal of Contemporary Hospitality Management*.

Anna Klenert is a Senior Lecturer for Hospitality Operations at Oxford School of Hospitality Management, Oxford Brookes Business School. Her areas of teaching include mentoring and leadership development at postgraduate level and her PhD research focus is on coaching and mentoring for leadership development for women in non-western environments. Her contributions to mentoring include directing the Bacchus Mentoring Programme activities within

the Oxford School of Hospitality Management and extend to mentoring and developing international student talent for internships in the hospitality, tourism, and event sectors.

Anastasia Kulichyova is a final-year PhD student at Ulster University Business School, Northern Ireland. Her work focusses on the problem of employee creative development and the role of HRD to facilitate creative expression at work. She has adopted a mixed methods methodology for her research, employing a range of measures to ascertain the effect of HRD intervention to stimulate creativity within organisations from the hospitality sector. She has organised and delivered HRD interventions in the hospitality organisations across Northern Ireland to explore the developmental process of creativity at work. She has created a creativity-orientated survey and is currently testing a conceptual model.

Geraldine Matthews-Smith is a Senior Lecturer in the Marketing, Sales and Entrepreneurship team. She currently leads research development within the group in tandem with discharging the role of Joint School Director of Research/Academic Lead Research. She is also Programme Leader for the Doctor of Business Administration (DBA) Home, and Deputy Programme Leader for the International DBA both at Edinburgh Napier University Business School. Along with professional qualifications (RMN, RGN, Cert.Ed. RNT) her academic qualifications include a Masters in Education and a PhD from the University of Edinburgh. She is a Fellow of the Higher Education Academy and a Fellow of the National Board for Nursing, Midwifery and Social Care for Scotland.

Martin McCracken is a Research Director and Senior Lecturer in Organisational Behaviour at Ulster University, Northern Ireland. His research is focussed mainly upon understanding the factors that influence ‘managerial participation and effective transfer of learning from development and training interventions’ and ‘Strategic Human Resource Development’. Since 2010 he has acted as an Editor in Chief of *Education + Training* (now in its 63rd year of publication) and is an Associate Editor of *Leadership and Organisational Development*. He has published in a number of refereed academic papers including *Human Resource Management Journal*, *Work Employment and Society*, and *The International Journal of Human Resource Management*, and has attracted substantial research funding from prestigious organisations (including Advance HE and the Economic and Social Research Council).

Sandra Moffett is a Reader in Business Analytics and Head of the Ulster University Business School based on the Magee Campus. She is a Core Member of the Business and Management Research Institute contributing to the UK’s Research Excellence Framework with 3- and 4-star papers. Her expertise on knowledge management contributes to her being one of the UK leading authors in this field. She has over 100 internationally recognised publications. She has received a number of research awards and citations for her work. External funding has enabled her to undertake extensive quantitative/qualitative research to benchmark AKnowledge Management (KM) implementation within UK companies. She

supports a number of UK and Ireland companies design, implement, and measure the performance of technical systems through consultancy and knowledge transfer projects.

Fergal O'Brien is an Assistant Dean Graduate & Professional Studies at the University of Limerick and Senior Lecturer in Finance at the Kemmy Business School. He holds a PhD in finance from Lancaster University. He is currently working on a number of research projects including the role of tacit knowledge in organisations and risk management strategies in agriculture. He has been recognised for his teaching by being awarded the Jennifer Burke Award for Innovation in Teaching and Learning as part of a University of Limerick team. He is a Board Member of World Sports Team.

Huub Ruël is Professor of International Business and Global Talent Management at Hotelschool The Hague. His research focuses on the role, actions and relationship building activities of multinational corporations in the international business and international relations arena. Furthermore, his research focuses on talent management in the hospitality industry and the role of technology in talent management and human resource management.

Simon Werther is a Professor of Leadership at Munich University of Applied Sciences, Germany, Department of Tourism. His academic interests include leadership development and talent management, survey feedback, and new working environments, such as coworking and agility. He is a Jury Member of the HR Innovation Award. After studying Psychology at Ludwig-Maximilians-Universität Munich, Germany, and Peking University, China, he was the Founder and Managing Director of several companies with a focus on personnel and leadership development and digital HR software. Afterwards, he was a Professor of Innovation Management at Stuttgart Media University, Germany. He holds a doctorate in Psychology from Ludwig-Maximilians-Universität Munich.

Judith Woods is a Lecturer in Organisational Behaviour at Ulster University. She is a Senior Fellow of the Higher Education Academy and has been involved in the development and delivery of a range of programmes in the field of innovation and creativity. Her research interests primarily lie in the field of innovation with publications exploring the efficacy of policy support programmes for SME growth as well as the impact of collaboration and networking on innovation performance. She is an Associate Editor of the *Journal of Leadership and Organisational Development* and has published in a range of high-quality journals including *Entrepreneurship and Regional Development* and *IEEE Transactions on Engineering Management*.

This page intentionally left blank

List of Contributors

David W. Brannon	Postdoctoral Researcher Hotelschool The Hague, The Netherlands
Ralf Burbach	Head of Hospitality Management Technological University Dublin, Ireland
Celine Chang	Professor of Human Resource Management Munich University of Applied Sciences, Germany
Jonathan Christensen	Chief Executive Officer Bidmii International Inc., Canada
Diana Clayton	Senior Lecturer in Human Resource Management Oxford Brookes University, UK
Donagh Davern	Lecturer in Hospitality Management Munster Technological University Cork, Ireland
Judie Gannon	Senior Lecturer in Human Resource Management Oxford Brookes University, UK
Thomas Garavan	Professor of Leadership Practice University College Cork, Ireland
Ann Marie Gill	International Human Resource Consultant Burren Business Solutions, Ireland
Julia Christensen Hughes	Professor and former (founding) dean, Gordon S. Lang School of Business and Economics, University of Guelph, Canada
Stefan Jooss	Lecturer in Management University College Cork, Ireland
Anna Klenert	Senior Lecturer in Hospitality and Tourism Management Oxford Brookes University, UK
Anastasia Kulichyova	PhD Candidate Ulster University, UK
Geraldine Matthews-Smith	Senior Lecturer in Marketing, Sales, and Entrepreneurship Edinburgh Napier University, UK

xviii List of Contributors

Martin McCracken	Research Director and Senior Lecturer in Organisational Behaviour Ulster University, UK
Sandra Moffett	Reader in Business Analytics and Head of the Ulster University Business School Ulster University, UK
Fergal O'Brien	Assistant Dean Graduate & Professional Stud- ies and Senior Lecturer in Finance University of Limerick, Ireland
Huub Ruël	Professor of International Business and Global Talent Management Hotelschool The Hague, The Netherlands
Simon Werther	Professor of Leadership Munich University of Applied Sciences, Germany
Judith Woods	Lecturer in Organisational Behaviour Ulster University, UK

Introduction

Stefan Jooss, Ralf Burbach and Huub Ruël

Talent management is one of the fastest growing research fields in business and management, and has seen accelerating interest from scholars and practitioners alike (McDonnell, Collings, Mellahi, & Schuler, 2017). In many organisations, talent management is now a strategic priority and recognised as a dynamic capability that can foster organisational agility, and, ultimately, be a key driver of organisational performance (Harsch & Festing, 2020). Building and sustaining a strong pipeline of talent is viewed as essential to compete in a complex and competitive global market (Stahl et al., 2012). A recent PwC (2020) survey illustrates that the availability of talent has consistently been a top 10 concern for global CEOs over the last decade. This confirms findings from the World Economic Forum (2020) reporting a widening skills supply–demand gap in many organisations and across occupations and countries. As such, identifying, developing, retaining, and deploying talent are key challenges faced by both small and medium enterprises (Krishnan & Scullion, 2017) and multinational corporations (Björkman, Ehrnrooth, Mäkelä, Smale, & Sumelius, 2013).

Since the appearance of the term talent management in a McKinsey report in the late 1990s (Chambers, Foulton, Handfield-Jones, Hankin, & Michaels, 1998), we have seen a significant growth in academic publications with a talent management focus. Despite advancement of the field, it has been argued that talent management is somewhat fragmented without reaching a general consensus on its meaning, neither in academia nor in practice (McDonnell et al., 2017). While some authors (e.g. Collings & Mellahi, 2009; Collings, Mellahi, & Cascio, 2019) focus on strategic talent management and identify a set of routines including the identification of pivotal roles, the development of talent pools, and the establishment of a differentiated HR architecture, other scholars view talent management more broadly as the attraction, identification, development, retention, and deployment of talent (Baker & Kelan, 2017). While we acknowledge the importance of strategic routines, for the purpose of this book, we follow the outlined broad perspective on what talent management entails, allowing us to explore a range of subjects within the field, which is aligned with the aim of this book series.

While a more common paradigm around the boundaries of the talent management field has been sought, scholars have also called for more pluralistic perspectives (Thunnissen, Boselie, & Fruytier, 2013) and contextualising

(Gallardo-Gallardo, Thunnissen, & Scullion, 2020; Vaiman, Collings, & Scullion, 2017) in research studies. This edited book focuses on talent management in the context of the hospitality industry; one of the fastest expanding industries with a significant impact on the global economy (United Nations World Tourism Organization, 2019). This industry ranges from small individual businesses to multinational corporations, and from hotels to resorts, guesthouses, casinos, restaurants, cafes, and cruise ships. It is important to recognise that while some multinational corporations are widely known around the globe (e.g. Accor, Marriott, Hilton, IHG, Wyndham, Best Western, and Hyatt), there are also more than 100,000 individually operating businesses with more than 7,000,000 rooms worldwide (Smith Travel Research, 2015), and thousands of other businesses offering hospitality services.

Commensurate with the growth of the industry and the increased competition is the need to build sustainable talent pipelines (Bharwani & Jauhari, 2013). Despite recognising the critical importance of talent to achieve competitive advantage in this people-centric industry where employees play a critical role in delivering memorable experiences to customers, many organisations struggle to manage their talent effectively (D'Annunzio-Green, 2018). Identifying committed talent remains a key challenge in an industry with a relatively poor image and high staff turnover rates. Employees leave organisations due to excessive workloads, a poor work–life balance, limited career progression, and a lack of compensation, commitment, or trust (Deery & Jago, 2015). Therefore, it is crucial for organisations to consider talent management innovations to improve the image of the industry, employees' work experiences, and ultimately the strength of organisational talent pools.

The hospitality industry is among the hardest hit by the COVID-19 impact with a preliminary McKinsey report indicating a slow recovery that may take until 2023 (Krishnan, Mann, Seitzman, & Wittkamp, 2020). Hospitality organisations remain among the last to re-open their businesses to the full extent which has an immediate effect on the workforce. The pandemic has amplified the effects on contingent and precarious workers, which make up a substantial part of the hospitality workforce and which, from an organisational point of view, make long-term talent planning a major challenge. While some 'employers of choice' continue to invest in their employees, for example, by extending healthcare benefits, the pandemic has highlighted the precarity and vulnerability of hospitality workers (Baum, Mooney, Robinson, & Solnet, 2020).

While research in the hospitality industry has made major progress in the last decades (Rivera & Pizam, 2015), it has received exceptionally limited attention by talent management scholars and we still know little about how hospitality organisations manage their talent (Jooss, McDonnell, & Burbach, 2019). This contribution to David Collings and Vlad Vaiman's talent management series aims to unpack some of the challenges and examine potential and above all innovative ways to managing talent in the hospitality industry. The scant attention of the research community to this industry is a significant gap in the literature which the contributors to *Talent Management Innovations in the International Hospitality Industry* try to address and which we hope will stimulate further research and debate in this area.

The hospitality industry sometimes is described a laggard as far as innovation is concerned. Yet, the worldwide crises brought about COVID-19 has illustrated that existing modus operandi of many firms fall short of addressing comprehensively the major disruption to their core business all industry players, large and small, have experienced and are likely to endure for some time (Baum et al., 2020). Thus, novel and innovative approaches to product and service design and delivery, the exploration of new markets and innovative approaches are required to overcome these challenges.

What do we mean when we refer to innovation? Innovation oftentimes still has a highly technological connotation, however, it can also be social, cultural, or institutional (Edwards-Schachter, 2016, 2018). Taking such a broader perspective, innovation can relate to new or amended products and services, ideas, processes, and methods, which can lead to incremental or radical changes (Martin, 2016). Innovation can be considered a process as well as an outcome of creativity. According to Edwards-Schachter (2018, p. 66) innovation ‘produces broader effects in the economy and technological advances’. Ultimately, however, approaching innovation in that way does not take cognisance of the creative processes involved in innovating the intangible aspects of managing talent. The literature on social innovation may therefore offer more fruitful grounds in this context. We build on Phillips, Lee, Ghobadian, O'Regan, and James' (2015, p. 449) perspective on social innovation as ‘an interactive process shaped by the collective sharing of knowledge between a wide range of organisations and institutions that influence developments in certain areas to meet a social need or to promote social development’ to consider innovations in the talent management field. As many hospitality organisations continue to struggle managing their talent, traditional practices applied arguably are insufficient and we therefore call for a greater need to consider talent management innovations, which we define as a process as well as an outcome of creating, inventing, or changing strategies, policies, tools, or practices to attract, identify, select, develop, retain, and deploy talent.

Our book is structured in three parts: Chapters 1–3 conceptually review talent management, while Chapters 4–6 provide empirical evidence on talent management innovations in the hospitality industry. Chapter 7 concludes the book with a reflective note on talent management in light of the COVID-19 pandemic. While the chapters have a diverse focus ranging from establishing strategic talent management to developing creative talent, building talent pools, creating strong employer brands, and rethinking mentoring initiatives, there are several common themes across the contributions for this edited book. We briefly outline these themes in the following before providing an outline of each chapter.

One of the key themes in the chapters is the need for strategic coordination, management support, and a talent philosophy (Meyers, Van Woerkom, Paauwe, & Dries, 2020) in hospitality organisations, which still appear to struggle with the concept of talent itself and how it can or should be managed. It is also very evident that talent management remains a challenge across the entire hospitality sector irrespective of the size, nature, or location of the operation, and that organisations are under pressure to innovate their talent management in the same way as they must continuously augment their product and service offerings (Martin-Rios &

Ciobanu, 2019). The contributions across the seven chapters highlight the theoretical diversity permeating the talent management literature. Additionally, a common theme in the chapters is the distinctly pluralist view applied which centres around the individual talent rather than treating employees as part of a larger group in the workforce. Based on the empirical evidence presented in this book, organisations seem to increasingly personalise their approach to managing talent, for example, by establishing personal development plans.

Although this book focuses on talent management, several chapters allude to the importance of employer branding and frequently novel talent management practices are considered a key element in that effort. Ultimately, a strong employer brand has a significant impact on the attraction and retention of talent. Closely associated with the employer brand are the corporate social responsibility initiatives taken by hospitality organisations. Several authors call for more socially responsible approaches to managing talent which see organisations move from a highly exclusive, senior management focus towards consideration of the wider workforce, and talent at all levels and across all functions. The shift towards talent at lower levels was also reflected in the considerable efforts taken by organisations to provide development opportunities to leverage their internal talent. At the same time, it also reinforces a more dynamic and sustainable ‘talent ecosystem’ that, in response to the chronic talent shortage in the industry, goes beyond a firm-level focus and considers a multiplicity of stakeholders. Part of these debates is the notion of extending talent pools beyond the boundaries of an organisation, which will open up many new opportunities but also challenges for firms in their efforts to attract and retain talent. We argue that such socially responsible and innovative approaches will play an even greater role in the future. However, to date, there still exists a lack of literature specifically focussing on sustainable talent management as opposed to sustainable HRM.

In Chapter 1, Tom Garavan, Geraldine Matthews-Smith, Ann Marie Gill, and Fergal O’Brien review the literature on strategic talent management and integrating key issues and themes identified in the hospitality industry. While strategic talent management is a topical issue for organisations irrespective of size and geographical region, it is less clear what strategic talent management entails, and its meaning may differ from other industries. The authors review the nature and scope of strategic talent management, challenges, and innovations, and conclude with a call for more research with an explicit focus on strategic talent management. A comprehensive research and practice agenda is presented.

In Chapter 2, Anastasia Kulichyova, Sandra Moffett, Judith Woods, and Martin McCracken explore the strategic role of human resource development as a function of talent management, and discuss how development activities can help to facilitate more creative behaviours in the international hospitality industry. Using a system-based approach to creativity, they illustrate how creativity can be promoted and developed at work by incorporating developmental initiatives such as talent management.

In Chapter 3, David W. Brannon and Ralf Burbach review the concept of sustainable talent management and development initiatives. They advocate for long-enduring common talent pool resource institutions as a solution to address

talent shortages within the hospitality industry. Rather than focussing on firm-level talent management, this chapter proposes an alternative view to firm-level talent pools which considers sustainable industry talent pools.

In Chapter 4, Donagh Davern explores the use of employer branding as a key strategy in talent management, in an effort to retain employees in the context of the Irish hotel industry. His mixed-method empirical research combined interviews with hotel general managers with employee questionnaires. He finds that hoteliers in Ireland are aware of the necessity to tackle talent management issues, but many are just starting to explore potential approaches. This chapter provides practical recommendations around how employer branding can be linked strategically to talent management, allowing organisations to become employers of choices in a competitive global market.

In Chapter 5, Judie Gannon, Diana Clayton, and Anna Klenert empirically review the nature of mentoring initiatives, through the lenses of social capital and communities of practice, offering a distinctive understanding of talent management innovations in the international hospitality industry. Analysing existing mentoring programmes from the UK, Australia, and South Africa, they conclude that mentoring initiatives can exemplify innovative ways of supporting talent management and address diversity and inequality issues in fragmented and dispersed sectors, such as the international hospitality industry.

In Chapter 6, Celine Chang and Simon Werther identify innovative talent management strategies, programmes, and practices that hospitality organisations have implemented in Germany, Austria, and Switzerland in order to identify, develop, and retain their talents. Using a qualitative content analysis, awardees of the Hospitality HR Award, were analysed. The authors present a range of talent management strategies (e.g. cultural and leadership development), programmes (e.g. apprenticeship development programmes), and practices (e.g. fast and digital recruiting processes).

In Chapter 7, Julia Christensen Hughes and Jonathan D. Christensen consider talent management in 'situ', comparing normative advice from the talent management literature with publicly available accounts of talent management strategies employed during the COVID-19 pandemic. The authors also include perceptions of employees from publicly available reviews and a personal account. They conclude that successful organisations throughout the pandemic and in the longer term will be those that prioritise people and develop innovative talent management approaches.

References

- Baker, D. T., & Kelan, E. K. (2017). Integrating talent and diversity management. In D. Collings, K. Mellahi, & W. F. Cascio (Eds.), *The Oxford handbook of talent management* (pp. 521–536). Oxford: Oxford University Press.
- Baum, T., Mooney, S., Robinson, R., & Solnet, D. (2020). COVID-19's impact on the hospitality workforce: New crisis or amplification of the norm? *International Journal of Contemporary Hospitality Management*, 32(9), 2813–2829.

- Bharwani, S., & Jauhari, V. (2013). An exploratory study of competencies required to co-create memorable customer experiences in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 25(6), 823–843.
- Björkman, I., Ehrnrooth, M., Mäkelä, K., Smale, A., & Sumelius, J. (2013). Talent or not? Employee reactions to talent identification. *Human Resource Management*, 52(2), 195–214.
- Chambers, E. G., Foulton, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. (1998). The war for talent. *McKinsey Quarterly*, 3, 44–57.
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313.
- Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of Management*, 45(2), 540–566.
- D’Annunzio-Green, N. (2018). Conclusion: Is talent management a strategic priority in the hospitality sector? *Worldwide Hospitality and Tourism Themes*, 10(1), 117–123.
- Deery, M., & Jago, L. (2015). Revisiting talent management, work–life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453–472.
- Edwards-Schachter, M. (2016). Challenges for firms’ collaborative innovation in the innovation babel tower. In L. Al-Hakim, X. Wu, A. Koronios, & Y. Shou (Eds.), *Handbook of research on driving competitive advantage through lean and disruptive innovation* (pp. 204–227). Hershey, PA: IGI Global.
- Edwards-Schachter, M. (2018). The nature and variety of innovation. *International Journal of Innovation Studies*, 2(2), 65–79.
- Gallardo-Gallardo, E., Thunnissen, M., & Scullion, H. (2020). Talent management: Context matters. *The International Journal of Human Resource Management*, 31(4), 457–473.
- Harsching, K., & Festing, M. (2020). Dynamic talent management capabilities and organizational agility: A qualitative exploration. *Human Resource Management*, 59(1), 43–61.
- Jooss, S., McDonnell, A., & Burbach, R. (2019). Talent designation in practice: An equation of high potential, performance, and mobility. *The International Journal of Human Resource Management* (in press).
- Krishnan, T. N., & Scullion, H. (2017). Talent management and dynamic view of talent in small and medium enterprises. *Human Resource Management Review*, 27(3), 431–441.
- Krishnan, V., Mann, R., Seitzman, N., & Wittkamp, N. (2020, June 10). *Hospitality and COVID-19: How long until ‘no vacancy’ for US hotels?* New York City, NY: McKinsey & Company.
- Martin, B. R. (2016). Twenty challenges for innovation studies. *Science and Public Policy*, 43(3), 432–450.
- Martin-Rios, C., & Ciobanu, T. (2019). Hospitality innovation strategies: An analysis of success factors and challenges. *Tourism Management*, 70, 218–229.
- McDonnell, A., Collings, D. G., Mellahi, K., & Schuler, R. (2017). Talent management: A systematic review and future prospects. *European Journal of International Management*, 11(1), 86–128.
- Meyers, M. C., Van Woerkom, M., Paauwe, J., & Dries, N. (2020). HR managers’ talent philosophies: Prevalence and relationships with perceived talent management practices. *The International Journal of Human Resource Management*, 31(4), 562–588.
- Phillips, W., Lee, H., Ghobadian, A., O’Regan, N., & James, P. (2015). Social innovation and social entrepreneurship: A systematic review. *Group & Organization Management*, 40(3), 428–461.

- PwC. (2020). *23rd Annual Global CEO Survey*. London: PwC.
- Rivera, M. A., & Pizam, A. (2015). Advances in hospitality research: 'From Rodney Dangerfield to Aretha Franklin'. *International Journal of Contemporary Hospitality Management*, 27(3), 362–378.
- Smith Travel Research. (2015). *Hotel census database*. Hendersonville, NC: Smith Travel Research.
- Stahl, G., Björkman, I., Farndale, E., Morris, S. S., Paauwe, J., Stiles, P., ... Wright, P. (2012). Six principles of effective global talent management. *Sloan Management Review*, 53(2), 25–42.
- Thunnissen, M., Boselie, P., & Fruytier, B. (2013). Talent management and the relevance of context: Towards a pluralistic approach. *Human Resource Management Review*, 23(4), 326–336.
- United Nations World Tourism Organization. (2019). *UNWTO tourism highlights*. Madrid: United Nations World Tourism Organization.
- Vaiman, V., Collings, D. G., & Scullion, H. (2017). Contextualising talent management. *Journal of Organizational Effectiveness: People and Performance*, 4(4), 294–297.
- World Economic Forum. (2020). *The future of jobs report*. Cologny: World Economic Forum.

This page intentionally left blank