Discussion Question

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Strategy driven talent management has been found effective in finding top talent in various professions. This is a method that is being used by businesses to create a competitive business advantage. Human resource managers team up with talented professionals to create a good environment to attract, nurture, deploy and retain top talents. However, new talents may be a threat to the senior leadership of an organization. This is a challenge to talent management. The senior management of an organization may resist new talent in various ways.

Senior leaders can use intimidation as a way to discourage the now young employees that have talent. This can arise during meetings when the junior workers are doing their presentations. During a wonderful presentation by a junior employee, a senior leader may say or ask something that may get the presenter confused and to lose his concentration. The presenter will get stuck and this is how his presentation is ruined.

Another way in which the senior leaders can resist talent development is through limiting the privileges of the young employees whose talents need to be nurtured. An example of this is where a young employee being trained to be a manager at a certain department is being denied the chance of attending the department's meetings to see what goes on. This automatically makes the employee feel isolated and not needed hence he may leave for another organization.

Senior leaders can also resist new talent by setting up tough conditions of bringing new employees to the company. What does this imply? This will mean that very few employees will be joining the organization, only if need be. These leaders intentionally prefer older workers with experience rather than the young developing ones. This is what kills the developing talent of young employees.

To deal with the above drawbacks, the human resource managers should ensure that they monitor the operations of the young employees closely and ensure they do not encounter barriers. HR managers should also try and train new employees on how to deal with instances of intimidation. This will ensure that the new employees are equipped with techniques for dealing with any form of intimidation, discrimination, etc. HR managers of a company should advocate for more slots to allow new talent into the organization.

The ways some leaders use to identify high potential employees include their own/personal methods. These methods are highly valued because of several reasons. Reasons such as leaders identify employees about whom they know their knowledge, skills, capabilities, efficiencies, the way they work elsewhere, and their productivity at the organization, etc. But, every coin has two sides. Those methods also have some risks associated. The risks may be that the unstructured methods used by leaders may not bring the expected results, they may misjudge the employee or individual and/or the identified skills and knowledge through unstructured method may not suit the particular organization.