

Talent Management-Based Training Planning to Produce High-Performing Human Resources

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ABSTRACT

This study focuses on the process of talent management-based training planning, which is expected to generate high-performing human resources. The research method used is qualitative with a descriptive exploratory approach, with the research output being the stages of talent management-based training planning. The objective of this research is to design the stages of talent management-based training planning along with its supporting instruments, in order to produce high-performing human resources. The implementation of talent management in human resources training is one of the strategies that companies can use to obtain human resources with excellent performance quality, as well as to assess, train, and optimize the human resources owned by the company, where talent management can address retention or employees' desire to leave the organization. The impact of talent management implementation in the implementation of human resources training that adopts the DISC personality concept (Dominance, Influence, Steadiness, and Compliance) is expected to benefit both the company and the relevant employees, as follows: (1) Improving the business value of the company to shareholders; (2) Increasing customer satisfaction; (3) Enhancing the quality, productivity, and capabilities of human resources; (4) Boosting employee motivation and commitment to high performance; (5) Facilitating career development and mapping for employees; (7) Enhancing employees' contribution of knowledge to company objectives.

Keywords: Human Resources Training Planning; Talent Management; DISC Personality.

INTRODUCTION

Talent management or talent management is a human resource management process related to three processes (Al-Swidi et al., 2021; Buller & McEvoy, 2012; Tang et al., 2015). First, developing and strengthening new employees when they first join a company (onboarding). Second, maintaining and developing existing employees within the company. Third, attracting as many employees as possible who have the competence, commitment, and character to work for the company. Agrawal et al., (2012); Buller & McEvoy (2012); Coetzer et al., (2017); Hitka et al., (2019) defines talent management generally related to training on development strategies, identifying talent gaps, succession planning, as well as recruiting, selecting, educating, motivating, and retaining employees with talent through various initiatives.

The role of talent management in business organizations is highly strategic as it can identify, develop, and retain the best talents among its employees. Talent management focuses on managing human resources by maximizing individual potential in achieving organizational goals (Ge et al., 2022; Jiang et al., 2022; Kravariti & Johnston, 2020; Petersone & Erzikova, 2016;

Sheehan, 2018). Additionally, talent management plays a role in identifying individual talents possessed by employees through performance assessments and observations of employees who excel in their work. By identifying these talents, organizations can direct appropriate development efforts towards individual employees, enabling those with good leadership potential to be oriented towards becoming future leaders. Talent management also plays a role in planning and implementing employee development programs aimed at improving individual skills and competencies. These efforts include training activities, mentorship, job rotation programs, or coaching. Employee development helps improve individual performance and prepares them to take on greater responsibilities, especially in contributing to the long-term performance of the organization. Talent management also plays a role in maintaining talent through increased motivation, ensuring that potential and talented employees can be retained within the organization through fair compensation systems, work-life balance, career development opportunities, and an inclusive organizational culture (a culture that provides space for people with different backgrounds, mindsets, and ways of thinking to work together effectively). By nurturing existing talent, organizations can maintain their competitive advantage through their employees and anticipate the migration of talented employees to other companies (Araujo et al., 2021; Dewi et al., 2017; Li et al., 2016; Wesnawa et al., 2019).

In this rapidly changing external environment, organizations need to apply strategies in managing human resources to develop more flexibility and adaptability. One way to meet this need is for many organizations to implement talent management, particularly in the development of their employees, through training planning aimed at developing their talents. According to Chamber et al. (1998), talent management is a recent, practitioner-generated term covering a range of long-standing practices that aim at getting the right person in the right job at the right time. These practices include workforce planning, succession planning, employee development, and career management.

Traditional management patterns condition business organizations to face strategic gaps, particularly in the availability of future leaders. Some indicators that an organization is experiencing a leadership succession gap include: first, difficulty in recruiting key positions within the company; second, the organization faces vulnerability risks if certain positions are vacated within the organizational structure; third, the organization is unprepared to face changes in the business environment and lacks responsiveness to a rapidly changing business environment; fourth, the organization continuously promotes existing employees even though they are not ready.

To anticipate these issues, existing human resources need to develop their competencies and skills through training. Talent management-based human resources training is an effort to develop the skills and competencies of employees based on the principles of talent management. Training aims to optimize individual potential, improve performance, and prepare employees for strategic roles within the organization.

Companies that utilize talent management generally create talent within their employees through training. This training is a human resource development strategy to develop their talents, thereby focusing productivity on employees. Therefore, talent management will be perceived as highly effective when applied to the process of training planning for human resources.

Based on the background described, the researcher is interested in conducting research related to Training Planning Based on Talent Management to Produce Excellent Performing Human Resources.

METHOD

This study uses a qualitative research method with the researcher employing an exploratory descriptive approach. The research process is artistic (non-patterned), also known as interpretive method, as the research data relates to the interpretation of the data found in the field (Creswell, 2010; Creswell & Creswell, 2017; John W Creswell, 2013)

In this study, there are several references that serve as the basis for choosing the qualitative research method. First, considering the importance of talent management in the human resources training planning process. The qualitative approach aims to uncover and present accurate information, which is highly beneficial in the data interpretation stage. Second, this research is expected to provide meaning, explanations, phenomena, events, and the relationships between the phenomena of talent management-based human resources training planning in the effort to produce high-performing human resources.

Exploratory descriptive analysis is a method of mapping the state or phenomenon. The research is not intended to test a hypothesis but merely to describe the existence of variables, phenomena, or situations. This understanding aims to analyze the core ideas from the data. The data analysis technique uses an approach proposed by Miles and Huberman, which involves data reduction, data display, and drawing data conclusions.

RESULTS AND DISCUSSION

The first step in talent management-based human resources training planning is to conduct planning, which consists of the following: (1) identifying and analyzing training needs; (2) talent search matrix, which combines several elements that, when combined, provide a profile of an individual to perform as expected; (3) Developing talents using the DISC approach; (4) Planning formal and informal training; (5) Training impact analysis, including measuring competencies before and after training. Through these steps, the interrelated relationship between training planning and talent management will be apparent through talent information documented clearly in the talent database. This database serves as a resource for the company when there is a demand for highly qualified resources that are always ready to be placed according to internal or external company needs or requests.

Training Planning Through the DISC Approach

The approach used to develop talents is through the DISC approach. The following are the training stages that can be conducted to develop talents based on each character's strengths and weaknesses. For the Dominance character, talent development planning can be carried out through: Dominance Character Talent Development, which consists of: (1) improving healthier relationship skills; (2) risk assessment; (3) using cautionary principles; (4) creating a predictable environment; (5) studying facts; (6) exercising caution before making decisions; (6) acknowledging and respecting the needs of others.

For the Influence character, talent development planning can be carried out through: (1) training concentration on tasks; (2) developing the habit of seeking facts; (3) valuing the sincerity of results or sincerity; (4) developing systematic and logical approaches; (5) providing understanding in following individual work to completion.

For the Steadiness character, talent development planning can be carried out through: (1) reacting quickly to unexpected changes; (2) embracing challenges in accepted tasks; (3) involvement in more than one task; (4) self-promotion; (5) adapting to an unpredictable environment; (6) prioritizing tasks or work; (6) providing opportunities to understand flexibility in work procedures. For the Compliance character, talent development planning can be carried out through: (1) speed in decision-making; (2) using policies only as guidelines for task implementation; (3) compromising with others; (4) initiating and facilitating discussions; (5) supporting cooperation. These stages will illustrate the characteristics of each personality type, which are then used to develop talent strategies based on personality type.

Training Strategy Planning

The training planning approach in this study includes two alternatives: coaching and mentoring. The first thing to understand is the difference between coaching and mentoring, where coaching plays a role in guiding field personnel to effectively carry out their tasks. The person providing coaching is usually a direct supervisor or a division manager who is experienced and highly knowledgeable about their work. On the other hand, mentoring acts as a trusted advisor. A mentor is typically a top leader or a member of the board of directors who oversees a division's function or an external party with continuous experience and expertise relevant to the company's business. Mentors can also serve as sources to test ideas, assumptions, and possibilities. Furthermore, talent management implementation in training planning uses a talent development approach based on the DISC concept. The training plan is then depicted in the form of a training planning process.

The objective of coaching is to improve the effectiveness of talents within the organization through interactive learning and guidance. During coaching, discussions revolve around the actual work being carried out, directly related to relevant real-life issues within the business and organizational culture. The coaching process includes several fundamental elements referred to as the 7 Cs for coaching success, which are as follows:

- (1) Context: Coaches can provide appropriate and meaningful support by understanding the contextual issues of the environment, culture, and business competition.
- (2) Clarity: Participants being coached gain clarity on the goals and expectations for change, as well as how the coaching process will be conducted.
- (3) Commitment: The organization commits to supporting the change.
- (4) Coachability: Coaching focuses on issues relevant to the appropriate person and situation. Coaches should understand when to stop the coaching process.
- (5) Courses of action: A development plan is created by the coach and the individual being coached, with clear goals and realistic strategies to make it more effective.
- (6) Confidentiality: Trust is developed.
- (7) Chemistry: A harmonious relationship is established between the participant and the coach.

the coaching process can yield several outcomes, such as the coaching process can yield several outcomes, such as:

- (a) Incremental improvements, such as refining skills, adopting new practices, performing better, and collaborating with others with increased attention.
- (b) Sharper thinking patterns, providing more references, changing assumptions, or shifting perspectives.

- (c) Personal transformation, such as a change in the way one perceives their current position.

Another alternative is mentoring. In this activity, it is essential to clearly define the training stages. Generally, the training agenda includes goals and objectives, as well as the knowledge and skills participants should possess after the training. The organization should also organize the training to ensure that it achieves the expected targets.

Training Impact Analysis

The aim of training planning is to deliver skills, knowledge, and behavioral changes to the training participants. This includes pre-training and post-training assessments. The analysis is conducted to measure the impact of training and the effectiveness of the training strategy used. An evaluation template for training impact can be used for this purpose.

The training planning process described in this study highlights the importance of a comprehensive approach to talent development through coaching, mentoring, and training impact analysis. By implementing these strategies, organizations can optimize their talent management efforts and enhance the performance and capabilities of their human resources. Talent information encompasses individual information such as competencies, motivations, technical skills, commitment, and experience, enabling management to accurately determine the talents it possesses.

In general, talent information includes details of individuals involved in talent management development, who are trained to achieve superior performance. It involves understanding the following aspects:

- (a) Strategy: Understanding the current status and future activity plans.
- (b) Change management: Recognizing the need for change and providing input and reinforcement for change procedures.
- (c) Time management: Managing task priorities to efficiently utilize time.
- (d) Decision-making process: How decisions are made, the process involved, and the individuals involved.
- (e) Decision criteria: The basis for decision-making, such as schedules, methodology choices, and more.
- (f) Track record of success: Records of successful task completion.
- (g) Communication skills: Internal and external communication abilities, including presentation skills.
- (h) Team collaboration: Working as an integral part of a developed or developing team.
- (i) Conflict management: Handling both healthy and unhealthy conflicts, whether internal or external.
- (j) Interpersonal skills: Relationships with superiors, subordinates, colleagues, and support groups.
- (k) Motivation: Drive for success.
- (l) Talent information provides valuable and updated data, showcasing the current potential and performance of employees, as well as their potential contributions in the future. It serves as a relevant information medium that can be shared with various stakeholders.

This talent information is then clearly recorded in the company's talent database.

Discussion

The first step in talent management-based human resources training planning is the identification and analysis of training needs, followed by the use of a talent search matrix to create profiles of individuals with expected performance levels. The DISC approach is utilized to develop talents based on the strengths and weaknesses of each character type. This includes improving relationship skills, assessing risks, creating a predictable environment, and acknowledging the needs of others. The training planning process also involves the analysis of training impacts, such as measuring competencies before and after training. These steps establish a clear relationship between training planning and talent management, which is documented in the talent database for future resource placement (Kravariti & Johnston, 2020; Sheehan, 2018).

Coaching and mentoring are two alternative approaches used in training strategy planning. Coaching involves guiding field personnel to effectively carry out their tasks, with a focus on real-life work issues and organizational culture. The coaching process includes fundamental elements such as context, clarity, commitment, coachability, courses of action, confidentiality, and chemistry. Coaching leads to incremental improvements, sharper thinking patterns, and personal transformations. On the other hand, mentoring serves as a trusted advisory role, provided by experienced leaders or external experts with relevant expertise. Mentoring can also be a source for testing ideas and assumptions (Ge et al., 2022; Jiang et al., 2022; Petersone & Erzikova, 2016).

The training planning process emphasizes the importance of a comprehensive approach to talent development, integrating coaching, mentoring, and training impact analysis. By implementing these strategies, organizations can optimize their talent management efforts and enhance the performance and capabilities of their human resources. Talent information, which includes competencies, motivations, technical skills, commitment, and experience, plays a vital role in accurately determining the organization's talents. It enables organizations to understand their current status, manage change, prioritize tasks, make informed decisions, promote successful collaboration, manage conflicts, and develop strong interpersonal skills. The talent information is recorded in the talent database, providing valuable and updated data for various stakeholders (Araujo et al., 2021; Bag et al., 2020; Li et al., 2016).

Overall, the combination of talent management-based human resources training planning, the DISC approach, coaching, mentoring, and training impact analysis contributes to effective talent development. This comprehensive approach ensures that the organization identifies training needs, develops talents based on individual characteristics, provides guidance and support through coaching and mentoring, and assesses the impact of training. By leveraging talent information and utilizing the talent database, organizations can make informed decisions and enhance the performance of their workforce, ultimately leading to improved organizational outcomes and success.

CONCLUSION

Strategies that can be utilized by companies to assess, train, and optimize their human resources, where talent management can address employee retention or the desire to leave the organization. Through the talent development process using the DISC model, the character tendencies of each employee can be identified, thus becoming one consideration to determine their strengths and weaknesses. The DISC approach can be utilized to recommend talent development strategies within the organization, along with the factors that need to be considered

in the development process. If talent management-based training implementation can be carried out, it brings benefits to both the company and the respective employees, as follows: (1) Enhancing the company's business value to shareholders; (2) Increasing customer satisfaction; (3) Improving the quality, productivity, and capabilities of human resources; (4) Boosting employee motivation and commitment to achieve excellent performance; (5) Facilitating career development and easy mapping for employees; (7) Enhancing employee knowledge contribution to the company's objectives..

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