

# Macro Talent Management in Emerging and Emergent Markets

A Global Perspective

EDITED BY  
VLAD VAIMAN, PAUL SPARROW,  
RANDALL SCHULER AND DAVID G. COLLINGS



“An important and uniquely evidence-based guide to talent management in emerging markets, the unmatched credentials of the editors and the impressive array of country experts make for an insightful, practical, and intriguing set of perspectives on the vital talent management developments in these important countries.”

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# Macro Talent Management in Emerging and Emergent Markets

*Macro Talent Management in Emerging and Emergent Markets* is the first book to focus specifically on country-level activities that are aimed at attracting, developing, mobilizing, and retaining top talent for economic success in emerging or emergent markets. The book serves as a guide that orients the reader toward activities that increase their country's global competitiveness, attractiveness, and economic development through strategic talent management.

This book brings together leading experts from around the world to address such issues as cross-border flows of talent, diaspora mobility, knowledge flows, global labour markets, and policies. The book is structured in three parts: Part I covers emerging markets, Part II emergent markets, and Part III pan-national themes such as migration and clusters.

Bringing together research from the fields of human resource management, international business, economic geography, comparative international development, and political economy, this is a definitive, comprehensive treatment of the topic aimed at advanced students and practitioners.

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*Edited by Vlad Vaiman, Paul Sparrow, Randall Schuler and David G. Collings*

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Randall Schuler and David G. Collings**

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## Foreword

**Global HRM** is a series of books edited and authored by some of the best and most well-known researchers in the field of human resource management. This series is aimed at offering students and practitioners accessible, coordinated and comprehensive books in global HRM. To be used individually or together, these books cover the main areas in international and comparative HRM. Taking an expert look at an increasingly important and complex area of global business, this is a groundbreaking new series that answers a real need for useful and affordable textbooks on global HRM.

Several books in the series **Global HRM** are devoted to human resource management policies and practices in multinational enterprises. Some books focus on specific areas of global HRM policies and practices, such as global leadership, global compensation, global talent management and global labour relations. Other books address special topics that arise in multinational enterprises, such as managing HR in cross-border alliances, managing global legal systems and the structure of the global HR function. There is also a book of global human resource management cases. Several other books in the series adopt a comparative approach to understanding human resource management. These books on comparative human resource management describe HRM topics found at the country level in selected countries. The comparative books utilize a common framework that makes it easier for the reader to systematically understand the rationale for the similarities and differences in findings across countries.

Because the topic of macro talent management is just emerging, we thought it would be useful to be as thorough as possible and cover as many countries as possible. The responsiveness of authors far exceeded our expectations, and consequently created the need to convey the chapters into two books that can be used either separately or together. This book, *Macro Talent Management in Emerging and Emergent Markets: A Global Perspective*, is a book that focuses on the talent management systems in Russia, Poland, China, Singapore, India, Argentina and the UAE. As we define macro talent management, the chapters cover the quality of a country's political system, its educational system, labour systems, its social and cultural systems, and its economic systems and many other systems that help determine country-level conditions that help determine and shape the types and levels of a country's talent. Using this information MNEs can inform their decisions about where to locate operations around the world, and how they might best prepare address shortfalls in needed talent (e.g. through human resource management interventions such as training and development), if they must enter a country for reasons other than the levels and types of talent. Country leaders can also use this information to help craft national- and regional-level policies and

practices to help elevate the types and levels of talent in their citizens. Each country is described in a chapter written by scholars knowledgeable about their particular country. Extensive use is made of existing and available databases so that readers can access much more information than is contained in the chapters. An appendix is included to provide further references that will enable the user to keep up to date with contemporary statistics and events. Two additional chapters are included that discuss in greater detail two very important topics: migration flows and clusters of countries that have many macro talent management characteristics in common.

This Routledge series **Global HRM** is intended to serve the growing market of global scholars and practitioners who are seeking a deeper and broader understanding of the role and importance of human resource management in companies that operate throughout the world. With this in mind, all books in the series provide a thorough review of existing research and numerous examples of companies around the world where applicable. Mini-company stories and examples are found throughout the chapters where applicable. In addition, many of the books in the series include at least one detailed case description that serves as convenient practical illustrations of topics discussed in the book.

Because a significant number of scholars and practitioners throughout the world are involved in researching and practicing the topics examined in this series of books, the authorship of the books and the experiences of the companies cited in the books reflect a vast global representation. The authors in the series bring with them exceptional knowledge of the human resource management topics they address, and in many cases the authors have the pioneers for their topics. So we feel fortunate to have the involvement of such a distinguished group of academics in this series.

The publisher and editor have played a very major role in making this series possible. Routledge has provided its global production, marketing and reputation to make this series feasible and affordable to academics and practitioners throughout the world. In addition, Routledge has provided its own highly qualified professionals to make this series a reality. In particular, we want to indicate our deep appreciation for the work of our series editor, Sharon Golan. She has been very supportive of the **Global HRM** series and has been invaluable in providing the needed support and encouragement to us and the many authors and editors in the series. She has moved on and Lucy McClune has taken over her role. So together, Sharon and Lucy, along with the entire staff, especially Judith Lorton, have helped make the process of advancing this series an enjoyable one. For everything they have done, we thank them all. Together we are all very excited about the **Global HRM** series and hope you find an opportunity to use *Macro Talent Management in Emerging and Emergent Markets: A Global Perspective*, and all the other books in the series!

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## Introduction

# Macro talent management in emerging and emergent markets: Foundations for a developing field

Paul Sparrow, Vlad Vaiman, Randall Schuler and David G. Collings

### Perspectives on managing talent

This book – *Macro Talent Management in Emerging and Emergent Markets: A Global Perspective* – is the second of two volumes that we have edited on the topic of macro talent management (the other being *Macro Talent Management: A Global Perspective on Managing Talent in Developed Markets*). These two books represent the first comprehensive discussion of the rapidly evolving field of macro talent management (MTM) on the market. Together they serve as an orientation to researchers and as a guide to practitioners aiming to understand and increase their country's global competitiveness, attractiveness, and economic development in order to ensure high-quality talent management within their countries. Macro talent management (MTM) incorporates activities aimed at attracting, mobilizing, developing, and retaining top talent within an organization. As such, it has also major implications for organizations, including multinational enterprises and nongovernmental organizations (NGOs), individuals, and countries.

But the essence of MTM is conceptualized at the country level, and as such guides country-level processes and their outcomes. The books, therefore, concentrate on country-level talent management systems, providing an invaluable insight into their environments, processes, and outcomes. Common to both of the books is the view that a macro perspective is best analyzed at the level of country. At this level of analysis it becomes easier to see what relationships exist between factors such as government policies, institutions, or approaches taken to mobility, and the processes that firms use in their talent management. It is possible to assess whether such relationships may be more or less integrated. It is easier to link such MTM to important outcomes such as productivity, economic development, and competitiveness. We are at an important juncture in globalization, with many debates taking centre stage in both international and national arenas.

Across the two books we have pulled together a team of 45 academics from around the world to analyze the MTM arrangements in an array of 16 different countries, and to

provide insight into two pan-national developments in this area. Except for the introductory chapters written by the volume editors, and the two final chapters of this second book that pulls out some important pan-national developments, each chapter by the contributors to the two books is structured in a similar manner. The editors have provided authors with specific guidelines on how the chapters be structured, and each chapter was subjected to editorial review to ensure a consistent look and feel across the contributions. Thus, in each chapter, contributors illustrate the external environment of MTM in their country of interest and expertise; then explain the processes through which a country facilitates (or hinders) its economic development and competitiveness of their citizens and corporations, as well as increases (or decreases) its attractiveness to global talent; and, finally, describe the outcomes in terms of the country's competitiveness, attractiveness, and economic development that materialized as a result of the MTM processes. Each chapter ends with both the implications of MTM activities and recommendations for individuals, organizations, policymakers, and the country's economy as a whole, as well as opportunities for further research on MTM in the country of interest. All chapters contain numerous exhibits and up-to-date references. In addition, each book has an appendix that the reader can use to find even more complete information than can be included in just a single chapter. Furthermore, the numerous websites in the appendix are useful for staying up-to-date with the current statistics and events as they unfold. We believe that the comparative analysis in our two books will help develop the topic of talent management in important new directions.

The importance of managing talent in the business context increased significantly in the 1990s when a group of McKinsey consultants coined the phrase “war for talent” to emphasize the vital importance of employees to the success of top-performing companies (Michaels, Hanfield-Jones, & Axelford, 2001; Scullion & Collings, 2016). Whilst certainly that thrust into managing talent was and is important, it tended to focus mainly on the more individual and organizational levels (whether under the term “talent management” (TM) or “global talent management”), and thereby minimized several macro or country factors of the global environment that were also proving to have important implications – be they positive or negative – for managing talent at individual and organizational levels (Khilji & Schuler, 2017; Collings, Mellahi & Cascio, 2017; Lanvin & Evans, 2017; Evans & Rodriguez-Montemayor, forthcoming; Hays, 2017; Khilji, Tarique, & Schuler, 2015; *Oxford Economics*, 2014; Al Ariss, Cascio, & Paauwe, 2014). This seems to be the case, despite the long-standing interest in talent management in the macro (country) level that pre-dated the 1990s. In particular, nongovernmental organizations such as the World Economic Forum (WEF), IMD's World Competitiveness Center, and the Organization for Economic Cooperation and Development (OECD) began publishing reports about the importance of talent, education, and quality of a country's workforce in the 1980s.

Since these earlier studies in the 1980s, several studies have highlighted the macro, country view of talent management (Khilji & Schuler, 2017; Sparrow, Brewster, & Chung, 2017; Cooke, Saini, & Wang, 2014; Khilji et al., 2015; *Oxford Economics*, 2014; *World Economic Forum*, 2016; Lanvin & Evans, 2014, 2015, 2017). These studies and reports showed that many governments have joined the hunt for global talent by actions such as developing immigrant-friendly policies. Some governments have also focused on luring back skilled diaspora, and many others have made serious investments in education and human development of their own citizens with the purpose of spurring economic growth by upgrading local capabilities and building innovative capacities for the firms in their countries (Lanvin & Evans, 2014, 2015, 2017; Evans & Lanvin, 2015; Khilji et al., 2015).



Active involvement of governmental and nongovernmental organizations (NGOs), and several consulting firms, in attracting and developing talent makes managing talent truly a global issue, which reaches beyond a single organization and its talent management activities. It also draws attention to complexity of the macro environment within which organizations develop their talent management systems, and individuals make career choices (Khilji & Schuler, 2017; Khilji et al., 2015). Managing talent in the macro context also incorporates cross-border flow of talent, diaspora mobility, and government policies to attract, grow, develop, and retain the talent nationally for innovation, productivity, and competitiveness, which facilitates talent management activities within organizations.

It is, therefore, important that the scope of TM extend beyond an individual and organizational analysis to incorporate the macro level in order to fully comprehend the complexities of managing talent in today's globalized world, where organizations are not only competing with each other but where governments, organizations, and their societies have also joined the race to improve how they grow, nurture, and develop talent in their countries (Sparrow et al., 2017; Lanvin & Evans, 2014, 2015, 2017; Ragazzi, 2014). As such, we adopt the definition of macro TM (MTM) as:

*Factors such as the demographics, the economic, educational, social and political conditions of countries and the policies, programs and activities that are systematically developed by governmental and non-governmental organizations expressly for the purpose of enhancing the quality and quantity of talent within and across countries and regions to facilitate productivity, innovation and competitiveness of their domestic and multinational enterprises for the benefit of their citizens, organizations, and societies for long term advantage.*

(Khilji & Schuler, 2017, p. 400)

By promoting the macro perspective of talent management, we want to broaden the scope of talent management beyond its current primarily micro (individual-level) and meso (organizational-level) foci. What we are describing, therefore, is not “talent management” or “global talent management” (GTM) (which are both more focused on the individual and organizational levels), but MTM in the global context, which is focused on the macro level, or country level (it can be a single country, regions and cities within a country, or even several countries). At this macro level, talent issues – whilst potentially still focused on dominant sectors or skill groups – will impact the working lives of a large majority of a country's population.

This book *Macro Talent Management in Emerging and Emergent Markets: A Global Perspective* offers the first comprehensive discussion of macro talent management (MTM) in this newly emerging field. The book serves as an orientation to scholars and as a guide to professionals, policymakers, and societal leaders aiming to increase their country's global competitiveness, attractiveness, and economic development by ensuring high-quality talent management at individual, organizational, and country levels. Unlike the micro and meso perspectives on talent management and global talent management, the macro view that concerns the country-level activities aimed at attracting, developing, mobilizing, and retaining top talent has received little attention from scholars, professionals, and societal leaders alike until recently (cf. Tarique & Schuler, 2010; Farndale et al., 2014; Khilji et al., 2015).

This book and its focus on MTM in emerging and emergent markets also broadens the scope of global talent management to involve cross-border flows of talent, diaspora mobility,