

Dr Karine
Mangion-
Thornley

Senior Lecturer
in Organisation
Studies

Coaching as a talent management practice : specificities and impact at individual and organisational level

ILM Webinar



7 December 2023
10.00-10.45am

Participate to
the Menti poll:

Go to
Menti.com and
use the code
8144 5205

or use the QR
code on your
phone



Relevance, background and context

- TM and LD : a perennial issue and a priority for organisations in post covid-19 era (Caligiuri et al. 2020; Collings et al. 2021)
- TM in the banking sector: talent shortages and leadership crisis (Quinlan and Associates, 2017; PWC, 2017)
- Wide use of coaching in organisations in UK and world and one of the most effective TM practice (CIPD, 2015; ICF, 2020)

BUT

- Effectiveness of TM practices often questioned (McKinsey, 2018)
- The views of talented employees is often missing in empirical studies (Gallardo-Gallardo-Thunnissen, 2016; Sparrow, 2019)
- Coaching often studied as part of a bundle of TM practices, not examined specifically (Blackman, Moscardo and Gray, 2016)





What is the role of talent coaching ?

How is coaching characterised in the context of
TM?

Talent or not Talent?

- 17 definitions of talent based on 4 different approaches (Gallardo-Gallardo & Thunnissen, 2019; Skuza et al., 2022). :
 - elitist vs egalitarian;
 - the trait/skill approach (innate abilities or acquired competencies);
 - high-performance vs high-potential;
 - TM as object (talent as people's characteristics) vs subject (talent as people)

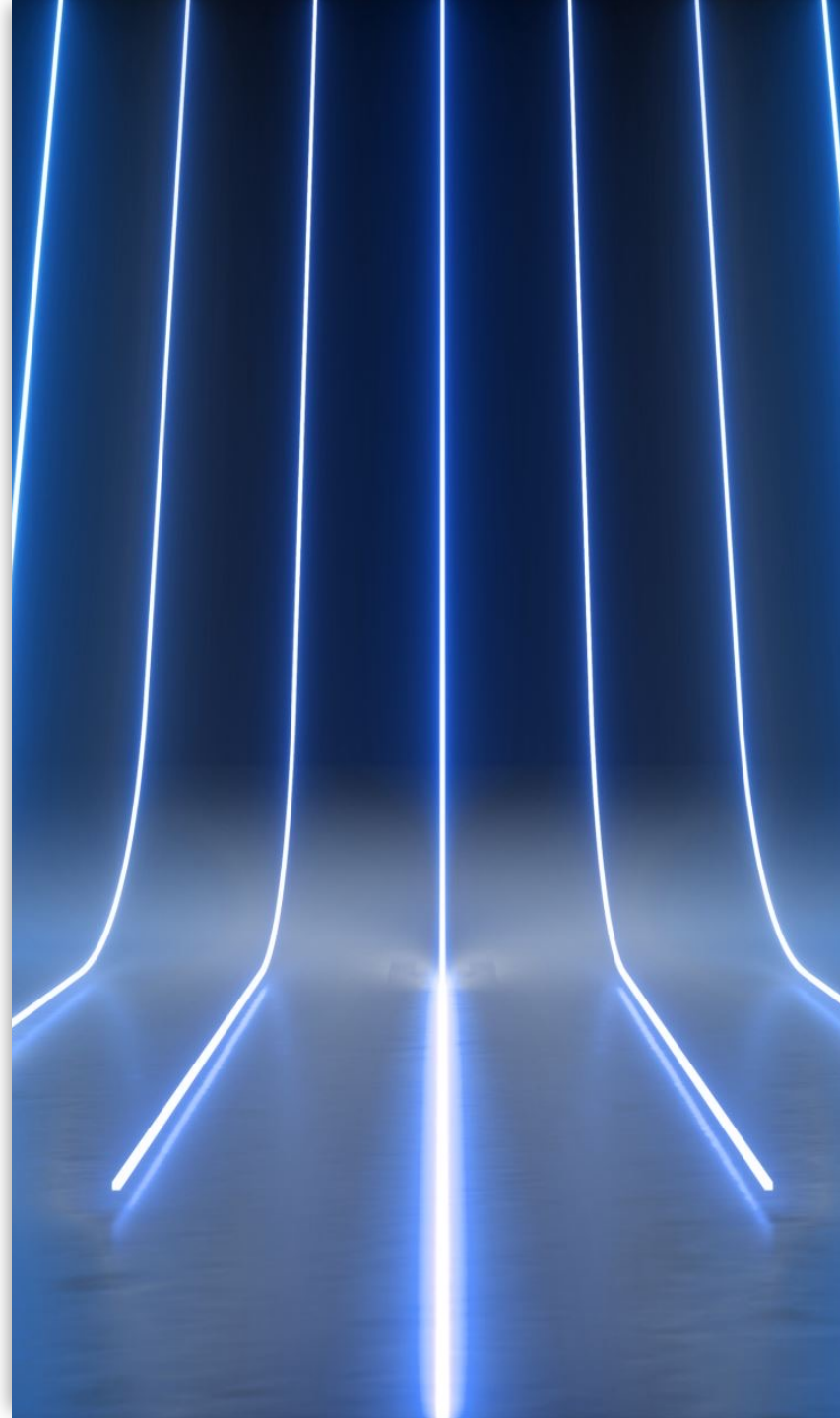
The management and development of high-performing and high-potential incumbents in critical organizational roles.

(Collings, 2014:111)



Talent or not Talent?

- Conceptualisation of talent according to the sector and context:
 - an elitist approach in the private sector (Meyers et al., 2020)
 - an egalitarian approach in the public sector (Tyskbo, 2023)
 - in small or medium-sized organisations (Meyers et al., 2020).
- Implications of the multiple interpretations of the term 'talent' :
 - on TM practices (Skuza et al., 2022)
 - on employees' reactions towards TM (De Boeck et al., 2018; Sumelius et al., 2020).
 - On perceived organisational justice (Gelens et al., 2014)



Talent management

- An inevitable topic and a growing field of study (McDonnell et al., 2017; Thunnissen and Gallardo-Gallardo, 2019; Sparrow, 2019)
- TM and LD schemes typically include coaching, mentoring, training, international assignments, rotation programmes, etc.

BUT

- Lack of empirical research on the talented employees' views, experience and their expectations
- Little is known on the impact of TM practices on career progression and leadership development (Gallardo-Gallardo and Thunnissen, 2016; Cascio and Boudreau, 2016)

Coaching in organisations

- Many definitions and hybrid practice (Western, 2012; Garvey, Stokes, & Megginson, 2018)

“A human development process that involves structured, focused interaction and use of appropriate strategies, tools and techniques to promote desirable and sustainable change for the benefit of the coachee, and potentially for other stakeholders” (Cox, Bachkirova and Clutterbuck, 2018:1)

- Prevalence of the positive impacts of coaching : Leadership development, performance enhancement, well-being and employee engagement (Birckerich, Michael & Shea, 2017; Theeboom et al., 2014)
- **‘Talent coaching’**: one-to-one developmental interventions received by talented employees taking part in a TM programme



The context of the study

A qualitative single case study

Real-life and in-depth understanding of talent coaching as a phenomenon (Stake, 1995; Yin, 2009; Ellinger, McWhorter, 2020)

- One multinational bank
- Focus on the EMEA region (about 30,000 employees)
- 4 TM programmes including coaching element
- 30 semi-structured interviews
- Participants: talented employees, HR managers, internal and external coaches

Data sample

TM Programmes in EMEA	1st interview	2nd interview	
Programme A - Junior	3	1	
Programme B- Senior	2	1	
Programme C- Middle managers - Consumer division	4	1	
Programme D- Senior women	3	1	
External coaches	3	2	
Internal coaches	2	1	
HR managers	3	0	
Programme managers	3	0	
	23	7	30

Overview of the 4 TM programmes

Programme	Target participants	Length	Coach	Structure	Format
A	Junior leaders: Vice Presidents	6 months	Internal (HR managers and MDs)	3 sessions	Group and individual Internal
B	Senior leaders: Directors, Managing Directors	3 months	Internal (HR managers and MDs)	2 sessions	Individual, 360° Assessment and Hogan Development Survey
C – Business specific (Consumer division)	Middle management leaders: Vice Presidents, Directors	6 months	Internal (HR managers)	3 sessions	Individual, 360° Assessment
D – Gender specific (Women)	Women senior leaders: Directors, Managing Directors	3 months	Internal (HR managers and MDs) and external	4 to 5 sessions	Individual, 360° Assessment and Hogan Development Survey

Finding 1: Talent coaching as social reward

- A **rite of passage**, especially for leaders transitioning to MD level (Oliver, T, B, 2)
- A **gratifying career event**, although not systematically conducive of career progression

A hard-landing. (Nathalie, multiple, 2)

It is not a panacea. (Adam, HR, 1)

- A **relational reward**

So you feel a little bit of love, that they want to spend time and money on you; and that you are not completely unnoticed. (...) We are being recognized and rewarded. (Emma, T, A, 1)

- A **symbol of high status** and enactment of the talent status

Finding 2: Talent coaching as catalyst for leadership change

- **Coaching capacity and capability building**

Broadening the leadership repertoire of managers and moving away from a command-and-control approach.

Better quality conversation, (Head of OD, Int C.,1)

- **An unspoken mechanism for the selection of a talent elite**

There'll be the smaller group [of employees] that think, yes, I can do that [coaching] to make me sort of a better person, whether it's here or outside work or whatever. And they're the people that I think eventually go into the really big leadership roles.

(Georges, Int. C, 1)

- **An alternative to employee relations management and mediation at senior level**

Finding 3: Talent coaching characteristics

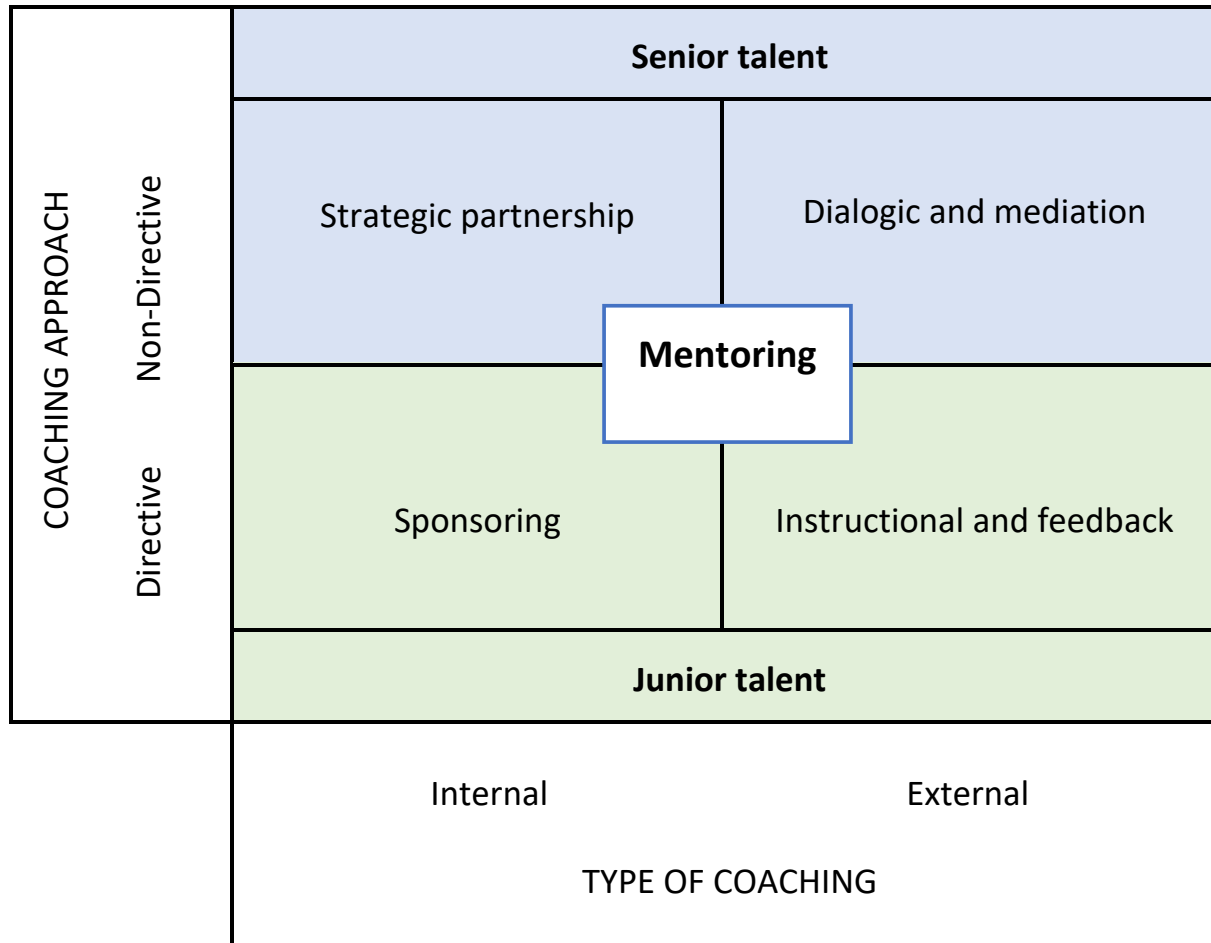
- **Not a remedial** intervention to address performance issues
- An individualised platform for the development of leadership capabilities based on **mutual exchange gains and long-term relationships**
- Develop the **political skills and network** to climb the career ladder
- Talent coach as “**advocate, ambassador, sponsor, mentor**”

I am quite sure that coaching helps in the positive politics that you need to evolve in any firm. (Emma, T, A, 1)

You realise that the organisation doesn't necessarily have a structure for people who want to peddle faster, because it's a very case-by-case basis how people get to the next point. (Carry, T, A, 1)

If you are positively impacted by a coach, you are the brand ambassador for him as well. Trust me, I know my coach. (Emma, T, A, 1)

The Talent Coaching Matrix



Summary and implications

- Talent coaching relies on **internal coaching capacities and capabilities**, which may vary across EMEA and globally
 - Embedding digital talent coaching in TM
 - Formal recognition and reward for internal coaches
 - Awareness of talent coaching as a mutual and reciprocal relationship
- **Ethical challenges** due to imbalance of power and unspoken role of talent coaching for talent elite selection:
 - Systematic coaching training and supervision for internal coaches
 - Transparent communication on talent status and the role of coaching (Dries and Gieter, 2014, Sumelius et al. 2020)

Future research: Digital coaching education

Are you a coach working in an online environment or using digital tools?

You may be interested to participate to this study:

- What are the specificities, opportunities and challenges posed by digital and AI coaching?
- How to support coaches in their development as digital coaches?

Please contact me if you would like to participate to a survey and/or focus group as part of this new study:

Karine.mangion@uwe.ac.uk

Thank you



- Connect with me on LinkedIn or by email
Karine.mangion@uwe.ac.uk
- Podcast "Learn to Coach"
<https://open.spotify.com/show/7gjZDLYU38IDNAyvrYnuea>

References

- Alferaih, A. (2018) 'Advances in talent management research: a review of extant literature', in Dwivedi, Y.K., et al. (eds.) *Emerging markets from a multidisciplinary perspective: challenges, opportunities and research agenda*. Cham: Springer International Publishing, pp. 359-379.
- Andrianova, S., Maor, D. and Schaninger, B. (2018) 'Winning with your talent management strategy': McKinsey. Available at: <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/Winning%20with%20your%20talent%20management%20strategy/Winning-with-your-talent-management-strategy.pdf> (Accessed: 20/09/2020).
- Anlesinya, A., Amponsah-Tawiah, K. and Dartey-Baah, K. (2019) 'Talent management research in Africa: towards multilevel model and research agenda', *African Journal of Economic and Management Studies*.
- Athanasopoulou, A. and Dopson, S. (2018) 'A systematic review of executive coaching outcomes: is it the journey or the destination that matters the most?', *The Leadership Quarterly*, 29(1), pp. 70-88. doi: 10.1016/j.leaqua.2017.11.004.
- Bickerich, K., Michel, A. and Shea, D. (2017) 'Executive coaching during organisational change: a qualitative study of executives and coaches perspectives', *Coaching: An International Journal of Theory, Research and Practice*, pp. 1-27. doi: 10.1080/17521882.2017.1407806.
- Blackman, A., Moscardo, G. and Gray, D. E. (2016) 'Challenges for the theory and practice of business coaching', *Human Resource Development Review*, 15(4), pp. 459-486. doi: 10.1177/1534484316673177.
- Blau, P. M. (1986). *Exchange and power in social life*. New York: Wiley.
- Bos, P., Thunnissen, M. and Pardoën, K. (2019) 'The Missing Link: The Role of Line Managers and Leadership in Implementing Talent Management', in Swailes, S. (ed.) *Managing Talent: A Critical Appreciation*: Emerald Publishing Limited, pp. 87-105.

- Braun, V. and Clarke, V. (2006) 'Using thematic analysis in psychology', *Qualitative Research in Psychology*, 3(2), pp. 77-101. doi: 10.1191/1478088706qp063oa.
- Canwell, A., et al. (2014) 'Developing 21st century leadership skills', *American Management Association*, pp. 38-43.
- Cascio, W. F. and Boudreau, J. W. (2016) 'The search for global competence: from international HR to talent management', *Journal of World Business*, 51(1), pp. 103-114. doi: 10.1016/j.jwb.2015.10.002.
- CIPD (2017) 'Resourcing and talent planning': Chartered Institute of Personnel and Development. Available at: https://www.cipd.co.uk/Images/resourcing-talent-planning_2017_tcm18-23747.pdf (Accessed: 20/09/2020).
- Clarke, V. and Braun, V. (2017) 'Thematic analysis', *The Journal of Positive Psychology*, 12(3), pp. 297-298. doi: 10.1080/17439760.2016.1262613.
- Clutterbuck, D. (2012) *The talent wave : why succession planning fails and what to do about it*. London ; Philadelphia: Kogan Page.
- Clutterbuck, D., Poulsen, K. A. and Kochan, F. K. (2013) *Developing successful diversity mentoring programmes : an international casebook*. Kbh.: Nota.

- Collings, D. G. and Mellahi, K. (2009) 'Strategic talent management: a review and research agenda', *Human Resource Management Review*, 19(4), pp. 304-313. doi: 10.1016/j.hrmmr.2009.04.001.
- Collings, D. G., Scullion, H. and Vaiman, V. (2015) 'Talent management: progress and prospects', *Human Resource Management Review*, 25(3), pp. 233-235. doi: 10.1016/j.hrmmr.2015.04.005.
- Conway, N. and Briner, R. B. (2005) *Understanding psychological contracts at work: a critical evaluation of theory and research*. Oxford: Oxford University Press.
- Coutu, D. and Kauffman, C. (2009) 'What can coaches do for you? Executive coaches are increasingly in demand', *Harvard Business Review*, 87(1), pp. 91-98.
- Creswell, J. W. (2013) *Qualitative inquiry & research design : choosing among five approaches*. 3rd ed. edn. Los Angeles, [Calif.] ; London: Los Angeles, Calif. ; London : SAGE.
- De Boeck, G., Meyers, M. C. and Dries, N. (2018) 'Employee reactions to talent management: assumptions versus evidence', *Journal of Organizational Behavior*, 39(2), pp. 199-213. doi: 10.1002/job.2254.
- De Meuse, K. P., Dai, G. and Lee, R. J. (2009) 'Evaluating the effectiveness of executive coaching: beyond ROI?', *Coaching: An International Journal of Theory, Research and Practice*, 2(2), pp. 117-134. doi: 10.1080/17521880902882413.
- Dries, N. 2013. Talent management, from phenomenon to theory: Introduction to the Special Issue.

- Dries, N. and Gieter, S. D. (2014) 'Information asymmetry in high-potential programs: a potential risk for psychological contract breach', *Personnel Review*, 43(1), pp. 136-162. doi: 10.1108/PR-11-2011-0174.
- Du Toit, A. (2015) 'Rites of passage in career transitions', *Coaching at Work*, 10(1), pp. 56-57.
- Dubois, A. and Gadde, L.-E. (2002) 'Systematic combining: an abductive approach to case research', *Journal of Business Research*, 55(7), pp. 553-560. doi: [https://doi.org/10.1016/S0148-2963\(00\)00195-8](https://doi.org/10.1016/S0148-2963(00)00195-8).
- Ehrnrooth, M., et al. (2018) 'Talent responses to talent status awareness: not a question of simple reciprocation', *Human Resource Management Journal*, 28(3), pp. 443-461. doi: 10.1111/1748-8583.12190.
- Farndale, E., et al. (2014) 'Balancing individual and organizational goals in global talent management: a mutual-benefits perspective', *Journal of World Business*, 49(2), pp. 204-214. doi: 10.1016/j.jwb.2013.11.004.
- Farndale, E., Morley, M. J., & Valverde, M. (2019). Talent management: quo vadis? *Business Research Quarterly*, 22(3), 155-159. doi:10.1016/j.brq.2019.06.001
- Fatien-Diochon, P. and Nizet, J. (2015) 'Ethical codes and executive coaches: one size does not fit all', *The Journal of Applied Behavioral Science*, 51(2), pp. 277-301. doi: 10.1177/0021886315576190.
- Fatien-Diochon, P. and Nizet, J. (2019) 'Re-embedding leadership development: exploring power dynamics to understand the insensitivity of coaching programs to organizational contexts', *Leadership*, 15(5), pp. 603-620. doi: 10.1177/1742715018824442.
- Farndale, E., Morley, M. J., & Valverde, M. (2019). Talent management: quo vadis? *Business Research Quarterly*, 22(3), 155-159. doi:10.1016/j.brq.2019.06.001

- Festing, M. and Schäfer, L. (2014) 'Generational challenges to talent management: a framework for talent retention based on the psychological- contract perspective', *Journal of World Business*, 49(2), pp. 262-271. doi: 10.1016/j.jwb.2013.11.010.
- Gallardo-Gallardo, E., Dries, N., & González-Cruz, T. F. (2013). What is the meaning of 'talent' in the world of work? *Human Resource Management Review*, 23(4), 290-300. doi:10.1016/j.hrmmr.2013.05.002
- Gallardo-Gallardo, E., *et al.* (2015) 'Towards an understanding of talent management as a phenomenon-driven field using bibliometric and content analysis', *Human Resource Management Review*, 25(3), pp. 264-279. doi: 10.1016/j.hrmmr.2015.04.003.
- Gallardo-Gallardo, E. and Thunnissen, M. (2016) 'Standing on the shoulders of giants? a critical review of empirical talent management research', *Employee Relations*, 38(1), pp. 31-56. doi: 10.1108/ER-10-2015-0194.
- Gallardo-Gallardo, E., Thunnissen, M. and Scullion, H. (2017) 'A contextualized approach to talent management: advancing the field', *The International Journal of Human Resource Management*, pp. 1-4. doi: 10.1080/09585192.2016.1275292.
- Gallardo-Gallardo, E., Thunnissen, M. and Scullion, H. (2020) 'Talent management: context matters', *International Journal of Human Resource Management*, 31(4), pp. 457-473. doi: 10.1080/09585192.2019.1642645.
- Garvey, B. (2004) 'The mentoring/counseling/coaching debate: Call a rose by any other name and perhaps it's a bramble?', *Development and Learning in Organizations: An International Journal*, 18(2), pp. 6-8.
- Garvey, B., Stokes, P. and Megginson, D. (2017) *Coaching and mentoring: theory and practice*. 3rd edn. Los Angeles: Sage Publications.

- Gaya, H. J. and Smith, E. E. (2016) 'Developing a qualitative single case study in the strategic management realm: an appropriate research design?', *International Journal of Business Management & Economic Research*, 7(2), pp. 529-538.
- Gelens, J., Hofmans, J., Dries, N. and Pepermans, R., (2014). Talent management and organisational justice: Employee reactions to high potential identification. *Human Resource Management Journal*, 24(2), pp.159-175.
- Gioia, D. A., Corley, K. G. and Hamilton, A. L. (2013) 'Seeking qualitative rigor in inductive research: notes on the Gioia methodology', *Organizational Research Methods*, 16(1), pp. 15-31. doi: 10.1177/1094428112452151.
- Gomber, P., *et al.* (2018) 'On the fintech revolution: interpreting the forces of innovation, disruption, and transformation in financial services', *Journal of Management Information Systems*, 35(1), pp. 220-265. doi: 10.1080/07421222.2018.1440766.
- Grant, A. M. (2012) 'ROI is a poor measure of coaching success: towards a more holistic approach using a well-being and engagement framework', *Coaching: An International Journal of Theory, Research and Practice*, 5(2), pp. 74-85. doi: 10.1080/17521882.2012.672438.
- Graßmann, C., Schölmerich, F. and Schermuly, C. C. (2020) 'The relationship between working alliance and client outcomes in coaching: A meta-analysis', *Human relations*, 73(1), pp. 35-58. doi: 10.1177/0018726718819725.
- Gray, D. E., Garvey, B. and Lane, D. A. (2016) *A critical introduction to coaching and mentoring: debates, dialogues and discourses*. London: Sage Publications.

- Hancock, B. and Schaninger, B. (2020) 'HR says talent is crucial for performance, and the pandemic proves it': McKinsey & Company. Available at: <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Organization/Our%20Insights/HR%20says%20talent%20is%20crucial%20for%20performance%20and%20the%20pandemic%20proves%20it/HR-says-talent-is-crucial-for-performance-and-the-pandemic-proves-it-v3.pdf> (Accessed: 25/11/2020).
- Harrison, H., *et al.* (2017) 'Case Study Research: Foundations and Methodological Orientations', *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research*, 18(1). doi: 10.17169/fqs-18.1.2655.
- Höglund, M. (2012) 'Quid pro quo? Examining talent management through the lens of psychological contracts', *Personnel Review*, 41(2), pp. 126-142. doi: 10.1108/00483481211199991.
- Homans, G. (1958). Social behaviour as exchange. *American Journal of Sociology*.
- ICF (2020) 'Global coaching study': International Coach Federation. Available at: https://coachfederation.org/app/uploads/2020/09/FINAL_ICF_GCS2020_ExecutiveSummary.pdf (Accessed: 20/09/2020).
- Johennesse, L.-A. C. and Te-Kuang, C. (2017) 'Employee perceptions of talent management effectiveness on retention', *Global Business & Management Research*, 9(3), pp. 46-58.
- Khoreva, V., Vaiman, V. and Van Zalk, M. (2017) 'Talent management practice effectiveness: investigating employee perspective', *Employee Relations*, 39(1), pp. 19-33.

- King, K. (2018) *Considering the talent in talent management: consequences of strategic talent management for the employee psychological contract and individual outcomes*. PhD. The London School of Economics and Political Science. Available at: <http://etheses.lse.ac.uk/id/eprint/3831> (Accessed: 19/09/2020).
- King, K. A. (2016) 'The talent deal and journey: understanding how employees respond to talent identification over time', *Employee Relations*, 38(1), pp. 94-111. doi: 10.1108/ER-07-2015-0155.
- Lemerle, M., Rudisuli, R. and Steiner, M. (2019) 'Talent in wholesale banking: building a sustainable competitive advantage'.
- Louis, D. and Fatien-Diochon, P. (2018) 'The coaching space: a production of power relationships in organizational settings', *Organization*, 25(6), pp. 710-731. doi: 10.1177/1350508418779653.
- Louis, D. and Fatien-Diochon, P. (2019) *Complex situations in coaching: a critical case-based approach*. New York: Routledge.
- Mangion-Thornley, K. (2021) 'Coaching in the context of talent management: an ambivalent practice', *International Journal of Evidence Based Coaching & Mentoring*, 15.
- Mantere, S. and Ketokivi, M. (2013) 'Reasoning in Organization Science', *Academy of Management. The Academy of Management Review*, 38(1), pp. 70-89.
- Martin, G. and Gollan, P. J. (2012) 'Corporate governance and strategic human resources management in the UK financial services sector: the case of the RBS', *The International Journal of Human Resource Management*, 23(16), pp. 3295-3314. doi: 10.1080/09585192.2012.689159.

- 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.
- McComb, C. (2009) 'How does psychological contract explain the efficacy of coaching?', *New Zealand Journal of Employment Relations*, 34(2), pp. 44-60.
- McDonnell, A., *et al.* (2017) 'Talent management: a systematic review and future prospects', *European Journal of International Management*, 11(1), pp. 86-128. doi: 10.1504/EJIM.2017.081253.
- Mensah, J. K. (2018) 'Talent management and employee outcomes: a psychological contract fulfilment perspective', *Public Organization Review*, 19(3), pp. 325-344. doi: 10.1007/s11115-018-0407-9.
- Nowell, L. S., *et al.* (2017) 'Thematic analysis', *International Journal of Qualitative Methods*, 16(1). doi: 10.1177/1609406917733847.
- Nyfoudi, M., & Tasoulis, K. (2018). Coaching talent: a review, typology & research agenda. *Academy of Management Proceedings*, 2018(1), 165-194.
- Onyemah, V. (2009). The effects of coaching on salespeople's attitudes and behaviors. *European Journal of Marketing*, 43(7/8), 938-960. doi:10.1108/03090560910961461
- Passmore, J. (2013) *Diversity in coaching : working with gender, culture, race and age*. 2. Edition. edn. Philadelphia, PA: Kogan Page Ltd.
- PWC (2017) 'Workforce of the future: the competing forces shaping 2030'. Available at: <https://www.pwc.com/gr/en/publications/assets/workforce-of-the-future-the-competing-forces-shaping-2030.pdf>.

- Skuza, A., Woldu, H. G., & Alborz, S. (2022). Who is talent? Implications of talent definitions for talent management practice. *Economics and Business Review*, 8(4), 136-162.
- Schermuly, C. C. and Graßmann, C. (2019) 'A literature review on negative effects of coaching: what we know and what we need to know', *Coaching: An International Journal of Theory, Research and Practice*, 12(1), pp. 39-66.
- Schutte, F. and Steyn, R. (2015) 'The scientific building blocks for business coaching: a literature review', *South African Journal of Human Resource Management*, 13(1), pp. e1-e11. doi: 10.4102/sajhrm.v13i1.657.
- Sparrow, P. (2019) 'A historical analysis of critiques in the talent management debate', *Business Research Quarterly*, 22(3), pp. 160-170. doi: 10.1016/j.brq.2019.05.001.
- Sparrow, P., Farndale, E. and Scullion, H. (2013) 'An empirical study of the role of the corporate HR function in global talent management in professional and financial service firms in the global financial crisis', *The International Journal of Human Resource Management*, 24(9), pp. 1777-1798. doi: 10.1080/09585192.2013.777541.
- Stewart, A. (2017) *Psychological contracts in coaching*. PhD Thesis. Middlesex University. Available at: <https://ethos.bl.uk/OrderDetails.do?uin=uk.bl.ethos.719369> (Accessed: 19/09/2020).
- Stokes, P., Fatien-Diochon, P. and Otter, K. (2020) "'Two sides of the same coin?": coaching and mentoring and the agentic role of context', *Annals of the New York Academy of Sciences*. doi: 10.1111/nyas.14316.
- Sumelius, J., Smale, A. and Yamao, S. (2020) 'Mixed signals: employee reactions to talent status communication amidst strategic ambiguity', *International Journal of Human Resource Management*, 31(4), pp. 511-538. doi: 10.1080/09585192.2018.1500388.

- Terblanche, N. H. D., Myburgh, J. C. and Passmore, J. (2019) 'The state of play in African coaching': IUBS, COMENSA and The Henley Centre for Coaching. Available at: <https://www.henleysa.ac.za/download/2019-state-of-play-africa-coaching-report/> (Accessed: 19/09/2020).
- Thunnissen, M. and Gallardo-Gallardo, E. (2019) 'Rigor and relevance in empirical talent management research: key issues and challenges', *Business Research Quarterly*, 22(3), pp. 171-180. doi: 10.1016/j.brq.2019.04.003.
- Tyskbo, D. (2023). Conceptualizing talent in public sector municipalities. *International Review of Administrative Sciences*, 89(2), 519-535.
- Van Maanen, J., Sørensen, J. B. and Mitchell, T. R. (2007) 'The interplay between theory and method', *Academy of management review*, 32(4), pp. 1145-1154.
- Western, S. (2012) *Coaching and mentoring: a critical text*. London: Sage Publications.