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## **Editorial:**

# **Global Entrepreneurial Talent Management challenges and opportunities for HRD**

### **Introduction**

This special issue of the *International Journal of HRD Practice, Policy and Research* brings together on-going work from the Global Entrepreneurial Talent Management3 (GETM3) project. GETM3 is a European Union Research Innovation and Staff Exchange (RISE) project investigating the HRD implications of the way existing and future talent can be managed at work, harnessing the entrepreneurial attitudes and skills of young people. The project is both interdisciplinary and international, exploring the key challenges of managing this entrepreneurial talent within organizations. The scope and content of the project align neatly with the intent of the *Journal of International Journal of HRD Practice, Policy and Research*, not least the emphasis on practical HRD implications. Indeed, at the heart of GETM3 is an appreciation that true understanding and impact can only come from engagement with multiple stakeholders. This editorial provides a brief contextual overview of GETM3, focusing on its relevance for HRD, before providing a brief review of the articles and opinion/forum pieces that make up the special issue. Such explorations are certainly timely. Deloitte's recent Global Human Capital survey highlights that organizations must re-invent their ability to learn. Indeed, the top rated trend for 2019, reflected by 86% of respondents, was the need to improve learning and development (Deloitte, 2019: 77). Related to this is the requirement for more dedicated evidence exploring the nature and impact of HRD (Gubbins, Harney, van der Werff, & Rousseau, 2018; Mackay, 2017), coupled with more directed attention to the process, rather than the content, of HRD interventions (Staats, 2019). The papers in this special issue certainly make a contribution to enhanced understanding and equally to bridging the seemingly ever widening theory-practice gap (Holden, 2019).

### **Overview of the Global Entrepreneurial Talent Management 3 Project**

Global Entrepreneurial Talent Management 3 is a multi-disciplinary project bringing together research insights on entrepreneurial talent from 5 countries (UK, Ireland, Slovenia, Poland and South Korea) and 16 academic and industry partners. Under the auspices of the Horizon 2020 programme, the European Union allocated a substantive 6.16 billion euros to researcher training and development. The GETM3 project received over €1 million Euros from Horizon 2020 Marie-Skłodowska-Curie Actions (MSCA) specifically, Research Innovation and Staff Exchange (RISE), coupled with matched funding from the Korean Research Foundation. RISE programmes recognize the significance of fostering international training and continuous professional development. As per the stated RISE objectives, the intent of RISE funding is to create an infrastructure for individuals to work and research in other countries in order to 'make the whole world a learning environment' and 'break down barriers between academia, industry and business'. In the context of GETM3 this equates to over 100 staff (academics, employers, technicians and administrators) conducting over 270 month-long international 'mobility secondments' across academia and industry.

In terms of research, the aim of GETM3 is to improve employability and future global talent management to support socio-economic development. The project identifies key talent management issues of the future by engaging with and researching three stakeholder groups, namely: students and graduates (the future generations), employers (wealth-creators of the future), and higher education institutions (educators of the future). ‘Entrepreneurial’ in this instance is broadly understood as entrepreneurial skills as manifest in creativity, exploration, and positive change and the ability to ‘turn ideas into action’. In the context of this special issue, an overview of GETM3 project initiatives provides particular value. First, a notable design feature of the GETM3 project is direct engagement with industry stakeholders. This ensures that GETM3 retains a focus on industry engagement and enhancing practice. Commercial partners have been involved in both the design and delivery of research activities. Second, a multi-level focus helps locate HRD discussion and trends in the context of a broader eco-system. Finally, the international and comparative dimensions of GETM3 reflects the global intensity of HRD challenges. Each of the papers contained in this special issue pick up on these aspects.

The GETM3 project is over half-way through its dedicated funding period. To date, the 16 partner GETM3 consortium has delivered eleven Research Sandpit events, which have been held in rotation across the UK, Slovenia, Poland, Ireland, and South Korea. The project Steering Committee has met nine times at partner universities across Europe. The project has organized some 14 conferences, 27 workshops and 4 exhibitions, with a further 30 conferences, 54 workshops, and 3 training events being attended by GETM3 members. All this activity has been enabled by a total of 125 months’ worth of overseas Research Secondments. Overall, by facilitating collaboration between experienced and less-experienced researchers, older and younger employees, the project seeks to exchange knowledge, accelerate the accumulation of experience, and build research and entrepreneurial capacity. The project is on the cusp of developments exploring how learning, and learning expectations, are evolving. As the recent Deloitte Human Capital Trends report concluded “effective reinvention requires a culture that supports continuous learning” (2019: 7). This is certainly something facilitated and encouraged by the GETM3 project. We are pleased to have the opportunity to showcase our research in this special issue, with the intent of providing beneficial recommendations and reflections for HRD practitioners. We would like to thank all the reviewers for their constructive comments and timely feedback. We also wish to acknowledge Rick Holden for the initial idea, and thank Mark Loon, Sarah Minnis and the team at *Journal of International Journal of HRD Practice, Policy and Research* for working with us to see this Special Issue to fruition. Suzanne Crane at Northumbria University has been assiduous and effective in her co-ordination. In the next section we provide a summary of the Special Issue contributions.

## Overview of the Special Issue Papers

The overarching aim of RISE funding is to develop research capacity at multiple levels and different sectors, both academic and commercial. As a contribution to this objective, the project team deliberately organizes for participants from different countries and sectors to collaborate. More and less experienced people work together, younger and older. In this issue, you will find articles authored internationally. Established academics have supported new researchers in their writing. Industry partners have been involved in research and writing for the first time. The result is a vibrant mix of approaches, styles and content drawn from diverse sources and focused on practical implications

The first paper *Designing a Design Thinking Approach to HRD* by Bailey, Harney, and Pearce explores the value of design thinking as applied to HRD. Taking up the theme of factors likely to impact the future of HRD (Gold, 2017), it reports on the design, development and delivery of a design thinking workshop which was created to develop ideas from students and recent graduates about the fundamental training and skills requirements of future employment. In showcasing the design of design thinking, including relevant processes and templates, the paper has direct import for HRD practitioners. Indeed, the author's note the huge potential to further apply ideas common in innovation and entrepreneurship directly to the HRD domain.

The second paper *Personal Career Success in the Eyes of Nascent Entrepreneurs Internationally* by Dziewanowska, Petrylaite, Rant, and Clegg takes as its focus young entrepreneurs and career trajectories. Specifically, the authors focus on experiential learning, meaning-making of the self, and self-efficacy to investigate and understand young entrepreneurs' career development choices and their definitions of career success. The paper draws on an extensive dataset of 20 young entrepreneurs, of different nationalities, all of whom have experience running their own business. Important for HRD are insights on enhancing self-awareness, and dedicated efforts to encourage reflection and learning. The authors usefully frame their recommendations for HRD to develop young talent, focus on the transition from the socialized to self-authoring mind.

The third paper moves the focus to the organizational level. Skoumpopoulou, Kohont, and Stalker explore *Talent Management in European SMEs: case analysis between Slovenia and Poland*. In their paper they take the conversation to the critical context of small and medium sized organizations, noting these organizations have been severely neglected from existing research. Reflecting the contextual diversity and the need to incorporate SME challenges and characteristics, the authors draw on case data from two SMEs from the post-socialist economies of Slovenia and Poland. The findings reveal varying approaches to the identification of talent, barriers to talent development and future steps for Talent Management. The authors recommend that individuals' needs and aspirations are foregrounded when designing and implementing TM practices in SMEs.

Building on the significance of context, the fourth paper by Booth, Shin, and Gomezel addresses the increasingly prevalent, but rarely examined, nature of social enterprises. Specifically, the authors provide insights from an in-depth case of a Slovenian social enterprise which provides jobs and training opportunities for refugee workers in the restaurant sector. The paper provides an interesting review of some of the dilemmas and paradoxes of social entrepreneurship, before demonstrating how these play out in the case at hand via a four-level conceptual framework. This framework directs attention to critical HRD domains in the form of strategic foresight, managing staff recruitment and develop in line with the overarching mission, coupled with managing the intensity of work as allied to personal and commercial objectives.

Our fifth paper returns to the individual level to explore some outcomes of learning. In their paper *Impactful learning: exploring the value of informal learning experiences to improve the learning potential of international research projects* Stalker, Skoumpopoulou, and Quan outline what constitutes learning and how this can be best captured. Drawing on the individual learning records of 19 project participants (including a pre-and post-secondment dimension) the authors highlight pertinent themes in the context of informal and unexpected learning. These are living in a host country (including communication, interpersonal competence, and building relationships); working with a host university (norms, planning, and conducting research) and developing an academic career (practice, networking, and reflection).

The final article, by Brückner and Mihelič, is titled *Reflections on Leading Young Talents: A Manager's Perspective*. Their paper is based on an in-depth interview and explores the challenges of managing young talent. The article usefully takes key insights and pieces them together with relevant literature to provide seven practical “ingredients” for successful Talent Management; (1) employee empowerment; (2) employee motivation as a long-term vision; (3) early investments; (4) cross-generational collaboration; (5) ensuring employee well-being; (6) transparent promotion criteria; and (7) leadership motivation. In so doing this article provides insights with direct relevance to organizations and HRD professionals.

Finally, the special issue also includes a conversation piece which draws on the experiences of three business professionals as they discuss their various experiences of life and career management totalling more than 100 years in China, France, Germany, Ireland, South Korea, the UK, and the USA. All are international managers who have moved between countries and industries. The conversation covers changing careers, dealing with culture, and ultimately, moving from survive to thrive. This is accompanied by an opinion piece, provocatively titled *Can working abroad ever be worthwhile?* which unpacks the realities, challenges, and learning from failure that are characteristic of international mobility assignments. They usefully question the assumption that such mobility automatically and universally creates value. We contribute to the HR Forum with a discussion of virtual teamworking in Korea and review Andy Portsmouth's recently published book *Beware Casual Leaders: Leadership Matters*, an interesting viewpoint after a 35 year career in business, enhanced by an array of theory and survey data.

## Editorial Board

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