

Preface

Nowadays, it is common to hear that organizations need to be highly committed in order to hire, manage, and retain talented employees able to answer to the competitive challenges that characterize current markets. Talent management, or if we are focusing an international and global context, global talent management, is one of the key issues of the business strategy, with which all organizations are concerned. As a business strategy issue, (global) talent management must be completely integrated within all of the employee-related processes of the organization. At this level, managers and/or the human resources managers have a relevant role and responsibility in the recruitment process as well as in the ongoing development of and retention of superior employees. They are responsible to find, retain, and develop a superior workforce, with high levels of competencies and talent. While in some organizations only top potential employees are included in the talent management system, in others everybody is included in this process. The ideal is that everybody in the organization could be developed in order to obtain high levels of competencies becoming a talent. The existence of effective HRM and HR information systems, with adequate information flows, is very important to the performance and success of the organization as they contribute to track the career paths of the employees as well as to manage the available opportunities for competent and talented employees.

Taking into account this reality, this book, entitled **Competencies and (Global) Talent Management** looks to cover the issues related to the competencies and talent management in the modern and competitive organizations, in six chapters, namely:

First chapter presents “[Global Talent Management in the Not-for-Profit Sector](#)”; second chapter contains information about “[The Transferable Skills Development Programme of a Portuguese Economics and Management Faculty: The perceptions of Graduate Students](#)”; third chapter covers “[Organizational Propensities to Share: Revisiting Talent Mobilization and Redistribution in Multinational Corporations](#)”; fourth chapter discusses “[What Is Talent Management? The Perception from International Human Resources Management Students](#)”; fifth chapter focuses on “[Job Market, Generations and Talents](#)”; finally, in sixth chapter, “[Global Talent](#)

Management: Reality or Utopia? A Special Glance Through a Portuguese Multinational Organization” is presented.

Giving a special attention to the development of competencies and talent management, this book is a relevant contribution to help managers become better prepared to face the challenges and changes that today’s organizations are facing with their workforce. In other words, it looks to provide a support to academics, researchers, engineers, as well as those that operating in the management field need to deal with policies and strategies related to the workforce issues.

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