

## **Talent and competencies development in a global economy: Challenges for contemporary leaders in the light of equality, diversity and inclusion at work.**

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### **Stream outline**

Contemporary organizations are increasingly investing in competency-based talent recruitment and development by creating conducive environments, utilising appropriate management styles and developing their leadership pipeline in order to compete globally. This proposed stream will highlight the importance of talent and competencies development in the organizations of global economy and address challenges for leadership from a diversity perspective. We are particularly interested in the intersectionality of factors which might affect the process of competency development as experienced by individuals with a focus on opportunities and constraints that face individuals at the micro-level. At the meso-organisational level, we would like to explore strategy formulation and execution, culture-building activities, and related HRM strategies (e.g. competency assessment, employee development, team-building, diversity management) adopted by leaders. Given this focus, work-life balance, spirituality at work, spiritual leadership, mobility of workers and leaders in a global economy, and knowledge transfer are relevant themes of the stream. Organisational commitment to human resource development, equality and diversity and related policy initiatives and interventions pertain to this stream as key areas to explore in addressing issues and challenges involved. Multi-level examination of the subject (i.e. national effects, discourse effects, sectoral effects, organizational effects, and individual effects, Ozbilgin and Tatli, 2008) and different theoretical and methodological approaches are welcome in this stream.

### **Stream questions:**

1. What are the key issues that pertain to talent and competencies development in organisations of the contemporary global economy? What are the micro-individual challenges faced? How does an intersectionality of factors including gender, age, disability, ethnicity, sexuality, and religion impact on such processes as competencies and career development?
2. What is the role of leadership in establishing and maintaining an organizational culture that facilitates talent recruitment and retention, and competencies development? What is spiritual leadership? What are the main competencies of spiritual leadership that affect such processes? Do such leadership competencies encourage conformity or diversity in organizations?
3. What does work-life balance mean to individuals in organisations? How is this linked to personal and career development? What leadership characteristics support work-life balance and flexible working from a diversity management perspective?
4. What are the characteristics of the learning processes involved at individual and organizational levels? How does knowledge production and sharing contribute to talent and competencies development? How does mobility of knowledge workers and leaders impact on such processes? Do networks of power (inclusivity / exclusivity) play a role?
5. How do the policy and strategy interventions, and diversity management discourses and practices, influence talent and competencies development and related leadership ? Are there any contextual differences (i.e. national, regional, sectoral, organisational)?

**Stream keywords:** competency development, knowledge transfer, leadership, diversity, spirituality, work-life balance