

## **A Cross-Cultural Perspective Applied To The Analysis Of The Countries' Talent Pool Composition**

*Keywords:* Talent Diversity; Cross-Cultural Perspective; Cultural Values; GLOBE; Global Talent Competitiveness Index.

### *Extended Abstract*

Talents are key for the economic growth, development and competitiveness of the nations. Talents, and their diversity are nurtured and influenced by the culture embedded in the region they are placed in. Nations have (non-)enabling culture factors of the growth and attraction of talents diversity.

Culture factors may differ across countries, which can be seen in the diversity across culture dimensions. Thus, in the case of 'diversity in a group of people, refers to differences in their demographic characteristics, cultural identities and ethnicity, and training and expertise' (Hong & Page 2004, p.1). A part of culture diversity is explored in this study by focusing on how talents are built up; and specifically in the role played by 'societal practices' and 'functional diversity' in the experience and expertise to building up talents.

Talents diversity is based on the idea of diversity for competitiveness of the Global Talent Competitiveness Index, (GTCI) (INSEAD et al. 2018). Whereas, culture diversity represents societal practices as discussed on the Global Leadership and Organizational Behavior Effectiveness, GLOBE (2004) which is rooted on Hofstede's framework (Hofstede & McCrae 2004).

We build upon Al Ariss and colleagues' (2014) approach on the relevance of the country's institutional context that enables or constrains the management of talent, our emphasis is on understanding whether cultural contexts matter on the composition of the countries' talent pool. Specifically, we aim to figure out whether country's cultural characteristics may be seen as enabling (or non-enabling) factors of talent diversity at country level. In our work we refer the Talent Diversity to the Talent Pool at country level.

We begin our paper with a brief overview of the literature review of the definition of talent, talent management and talent diversity. We use the approach of scholars arguing that

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management of talent should take into account the broader national and institutional contexts rather than focusing exclusively on organizational performance. Next, drawing on a few studies that have analyzed socio-cultural factors related to talents, we describe the cross-cultural perspective applied to the country talent diversity where the attention is mainly focused on the influence of the culture factors on people attraction to live and work in countries different from their own, e.g., Florida (2005). We believe that this approach to the study of socio-cultural factors related to talents could be broadened considering culture defined as ‘shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations’ (House et al., 2004, p. 15). Then, we operationalize the concept of culture diversity and talent diversity across country clusters, as defined by the GLOBE, in two steps. First, in order to measure culture dimensions, we use the most recent Global Leadership and Organizational Behavior Effectiveness study (House et al., 2004) which builds upon the cultural dimensions as explained by Hofstede (1980; 2001) distinguishing between diverse cultures across countries. Second, we measure the talent diversity using the Global Talent Competitiveness Index, (GTCI) 2018 which provides data on talents measured as global knowledge skills, and vocational and technical skills. We use these datasets because are uniquely providing information about respectively culture seen as societal practices, and talents diversity, captured as vocational & technical skills and global skills.

We note where the linkages between cultural societal practices and talents diversity exist, and the specific culture dimensions, e.g., uncertainty avoidance, are associated with diverse talents, e.g., global skills and vocational & technical skills. Also, among other things, we show how countries characterized by a high score of future orientation also perform better in global skills. Also, the ANOVA analysis shows where there are significant differences in terms of culture and talents across the ten country clusters under investigation.

Finally, policy implications are offered to a number of stakeholders. We have found at least four levels of interest for policy makers. At macro-level, countries and governments may have a more informed planning and development of national skills strategies. At meso-level, education and training institutions may use this study and methodology to identify culture that may or may not enable skills, to set their own institutional visions, objectives, and strategies, including the

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possibility then to set up international agreements with other institutions as a bridge for international mobility of their management, educators, and students. At organizational level, firms are definitely interested in understanding what culture societal practices are in truth talents specific. Further, individuals may have more informed choices by knowing which culture dimensions (non-) enable their talent success, and therefore having informed choices of bridges to use internationally to move across countries, regions, institutions, and organizations.

*Appendix on the main findings*

Figure 1 - Cultural Characteristics of Societies & Talent Enabling

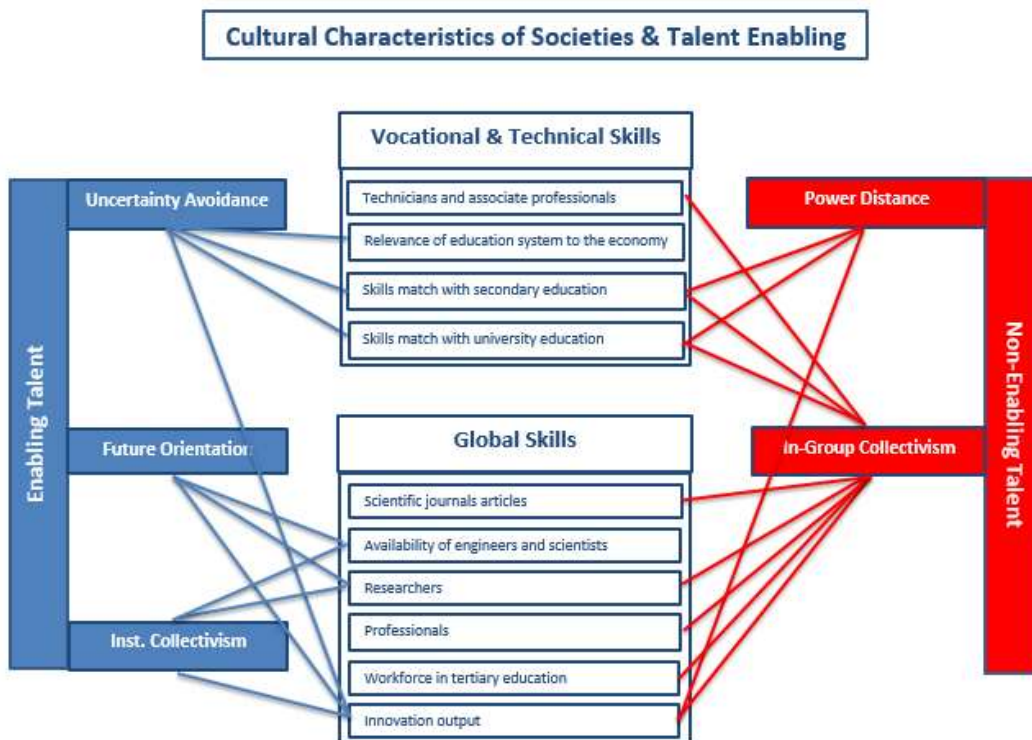


Figure 2 - Enabling/Non-Enabling Cultural Characteristics of Societies by Country Cluster

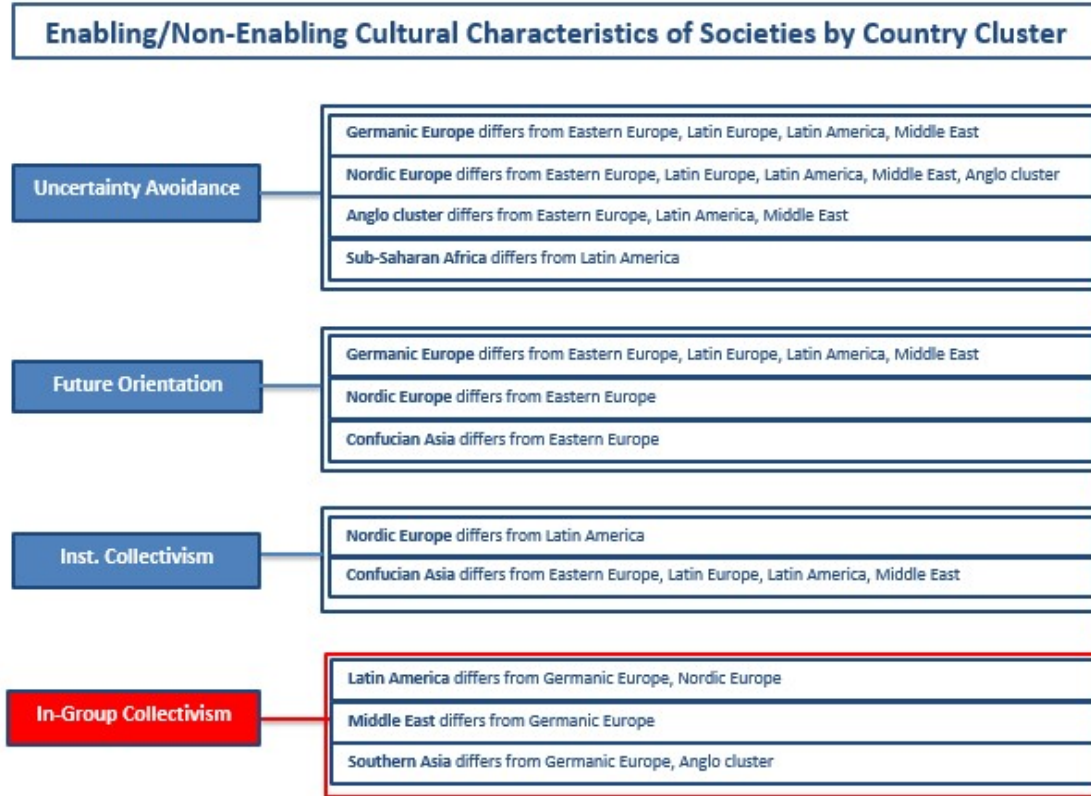


Figure 3 – Main Vocational and Technical Skills by Country Clusters

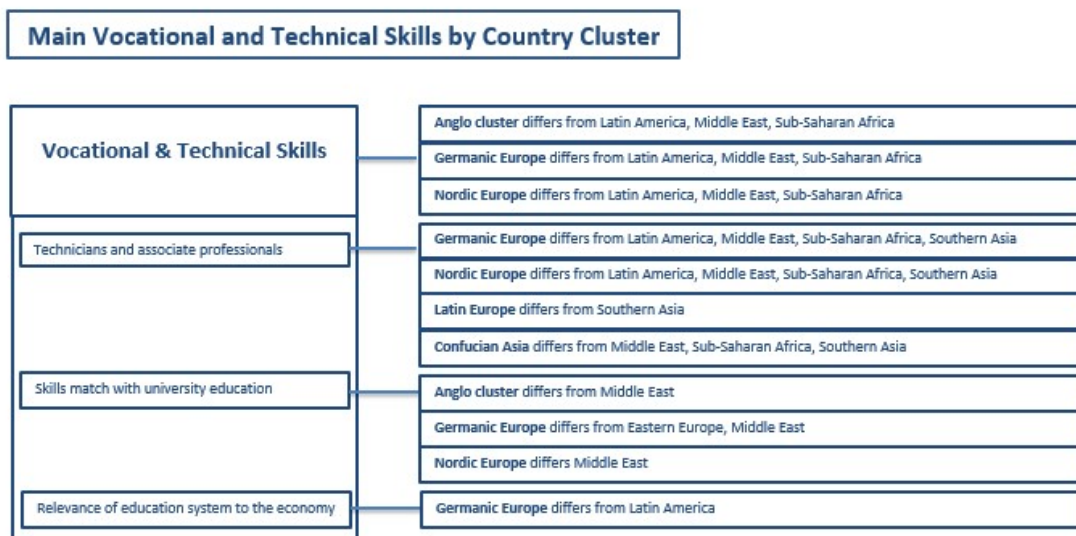
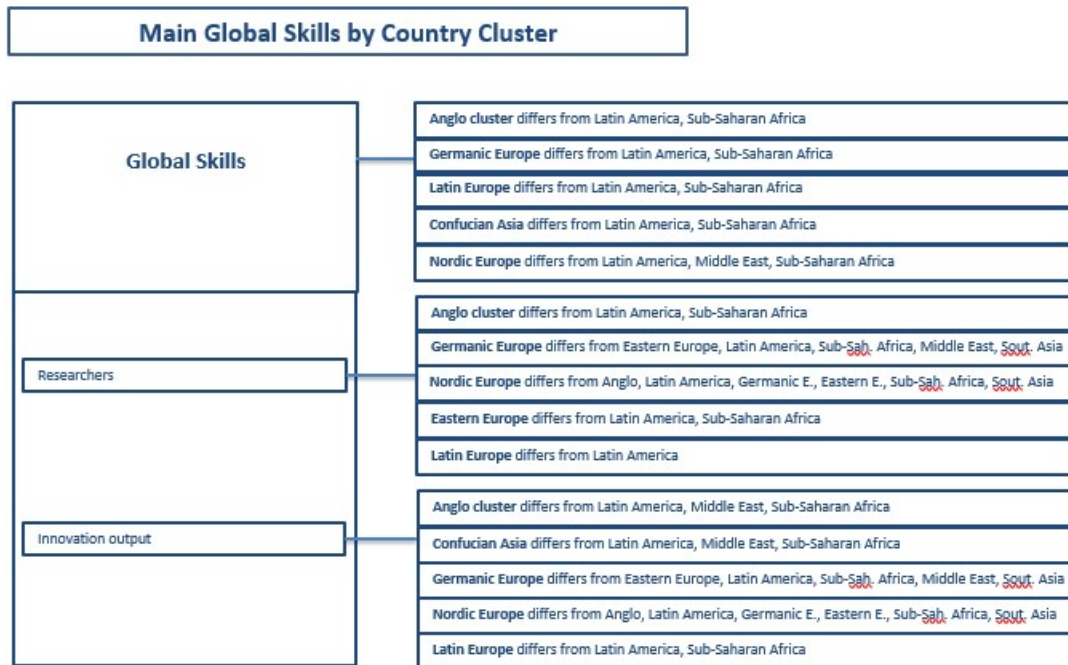


Figure 4 – Main Global Skills by Country Clusters



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