Talent Management in Educational Institutions between Reality and Expectation (A Spot Light on Competencies Industry Circle in the Educational Institutions)

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Abstract: **T**alent Management is a necessity for institutions to be able to achieve change and development. This calls for identifying creative abilities of the institutions' staff. Thus, it is necessary to focus on individuals' qualities and characteristics in order to discover their talents, abilities and efficiencies, so as, they do not to be deprived of caring and developing, on the other hand, work does not miss better chances for progress. The talented have several characteristics, such as: compatible with oneself and with others, able to deal with situation one's faces, careful observer, eager to learn, able to tackle and examine problems, concentrated, attentive, able to accept opinions and suggestions of others, energetic and active, talented value time, ask precise and significant questions during discussions, they are extremely vigilant and aware in addition to being not hesitated to tackle big problems. Therefore, it is necessary for administrative body of educational institutions to have a set of specifications and skills that enable them to deal with people with such distinctive characteristics. They also have to do several roles that can provide competitive advantage, achieve talents comprehensive development through managing skills and expertise that support development and creating systems help self – development of the staff.
Keywords: Talent management, efficiencies, competencies, expertise, comprehensive development, competitive advantages.

Introduction

 Since the beginning of 21[st]century, the world has witnessed a lot of evolutions and challenges in different aspects of life; socially, economically and politically caused by "Globalization", when the world turns to new system whose major characteristic is non- stability and changeability. Perhaps, the most distinctive changes and shifts of the 21[st]century is development of global management thought, from considering human source as mere workforce – in the beginning of 21[st]century- into focusing on human intellects and talents; as the source of knowledge and creation that represent the corner stone of each developmental work *(Abdul- Fattah, 2007, p.1)*.

These global changes and challenges impacted the Educational Management. Concerning with improvement and development became the sole choice in the rapid changes world. That is due to; educational management is one of those in charge of steering the wheel of the educational system, for preparing a qualified person capable of interacting with the information and changes of the age. The one, who is able to produce, innovate, solve problems and improve performance effectively and efficiently.

This imposed the necessity of creating new types of people with creative thinking and innovative production and have the ability to adapt with the innovations an modern inventions and deal with them confidently and easily, looking forward to the future. Building this type of people requires modern institution works under an effective, high quality educational system, the institution that can do the expected roles skillfully, professionally and creatively and in adaption with concepts of globalization age.

Institutional Talent Management Approach is considered one of the modern administrative concepts. This concept first emerged in 1990s, when statement of "War for talents" commonly used, when war broke out among companies of great countries to express the fierce competition among organizations. That was when some companies were trying to attract employees with high competencies and others were trying to keep them. This concept has been developed to become a system applied in most of institutions departments as a strategy of development and change *(Arafah, 2010, p. 1)*. It calls for thinking about modernize management styles in educational institutions.

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Thus, adopting this modern approach has its reasons; there are several proofs assure that Institutional Talent Management includes enabling institution to deal with rapidly changing competitive environment and providing efficient employees. That is because; modern institution is no longer interested in unqualified incompetent individuals. In addition, change is made, maintained and represented by talents and competencies and it is impossible to make any successful change without talents and competencies*(Abdul- Fattah, 2007, p. 2)*.

The need for the best use of human resources, achieving excellence and improving institutional performance force the educational institutions to respond to the requirements of institutional talents management. That is because unique human resources performance is the core of the competition that identifies the way the institution competes*(Armstrong,2008, p.17)*. Excellence and success is main target of all institutions to survive and develop and to have the competitive ability, under the successive evolutions of the global economy system. Effective human resources investment makes these institutions able to compete. The peak of this kind of investment is represented in Talent Management. In this age of speed and competition, talent becomes a commodity that is more expensive than demand. That made talent management, good choice of the staff; identifying and developing their talents are inevitable. There are a lot of talented left their workplace because of many moral, administrative and financial obstacles face them; lack of incentives, organizational environment, appreciation nor guidance. There are many other talented turned into lazy employees do not care about their own performance or production due to lake of appreciation for their or abilities *(Arafah, 20120, p. 1)*. A number of studies showed the importance of talent management such as; *((Bersin, 2006)* which assured that talent management helps develop management performance and promote creation and innovation. *(Scott, 2008)* assured that talent management is a strategic necessity to realize long- term organizational success. *(Moeller, 2008*) stated that talent management helps assure more organized effective performance and provide better awareness and improves controlling human resources. The study also assured that there is a strong relationship between institution competitiveness and its ability to manage talents, there is also a strong relationship between talent management and decreasing risks with long- term development support, in addition to grantee implementing new strategies smoothly. *(Wilf,2008)* showed that real success of talent management is realized when it gets into people's minds and hearts, because they are in need to feel self- esteemed and appreciated. The study also stated that successful organizations are those can attract the best talents that enables them to face challenges.*(Edward, 2009)* indicated that talent management works on bridging the skills gab and avoiding traditionalism, and achieving Human Capital Development Strategy as it focuses on involving the entire institution staff in decision taking. *(Vidyeswari, 2009)* stated that talents enable the institution to develop, motivate and maintain high performance labor force, they also grantee the work quality and enable the management to achieve the institutional objectives, and the ability to asses and improve the performance and communication among all levels in the institution. In his study on work labor attitudes towards talent management and difficulties they face, *(Tucker, Koe, Verma, 2010)* emphasized that talent management enables the institutions to foresee the future and take the proper decision. *(Lee, 2010)* showed that talent management plays a key role in developing work inside the institution. *(Darryl, Wee, 2010)* indicated that talent management works on increasing the institution capability, it also enables the institution to predict its future needs as well as to set plans to attract, retain and properly place jobs *.*

In the light of the above mentioned and in the view of countries interest in developing and modernizing the educational management, and from the researchers' realization of the bad need for the institutional Talent Management as a tool to develop the performance and decrease the existing deficiencies . Talent management is a systematic approach to attract, employ, and develop the staff skills, and deal with them as talent/talents deserve(s) caring and encouragement. It is also an approach to place the right people in the right position in the right time. That will provide human abilities required for realizing the institution objectives and for structuring its competitiveness advantage against other institutions there has been a necessity for this work paper to identify the concept of "Talent Management", its objectives, importance, reasons for interest, dimensions and obstacles that face talent management. The paper proposed a number of recommendations and proposals needed to apply and activate institutional Talent Management in educational Management.

Statement of the problem:

Rapid successive changes of administrative and economic systems in organizations forced them to search for successful scientific practical steps to tackle the impacts of these evolutions on organizations capability to adjust and adapt these evolutions efficiently, not only by caring of human resource, but also through increasing the number of talented individuals in the institution and invest them. That is due to; human resource is considered the foundation of the process of turning threats, resulted by changes and evolutions, into actual opportunity to be employed in achieving competitive advantage to be a rubric of growth, development and sustainability.

   Organizations in the Arab world have hard searched for human resources with skills, abilities, efficiencies and competencies that enable them to meet current and future requirements for achieving the organization vision. In many cases, they succeeded in getting such talented human resources, but the organization search was limited to obtaining these talents and tempting them to join human resource crowd of the organization, regardless their effectiveness or capacity in achieving desired goals. Those organizations also disregarded how to manage, work with, develop or sustain these talents. Due to the great mobility of manpower among companies, organizations and countries- as this phenomena is getting increased in era of globalization and openness - the conflict of obtaining manpower ,specially talented, has begun. Not to mention the fact that

many Arab countries are faced with the migration of minds or unique talents, as a result of not caring and the fierce competition among educational organizations and institutions or among companies for getting them for the sake of economic excellence. In spite of the current conditions and the nature of environmental changes impacts associated with human resources management processes, most organizations and institutions in the Arab world have made quite progress in talent management but they are still in this area. They might have not realized the importance of the institutional support to their processes, styles and techniques of managing new talents or discovering the hidden talents.

A number of researches assured this view such as; **(Seyam, 2013)** aimed at identifying the extent to which talent management system is applied, through examining the existence of talent management basic principles in the view of higher and middle administrations in The Islamic University ,Gaza. The study indicated the necessity for regulatory instructions and regulations that help understand the concept of Talent Management and how to precede its basic processes. In addition, the study emphasized on creating organizational culture based on the importance of talent management and its role in providing competitive advantage in different ways such as; workshops, forums, meetings, brain storming sessions…etc. The study also, recommended creating a specialized unit of human talents management in the university aims to communicate the concept to the staff and help them apply it properly.

(Al- Anzy, et-al, 2011)showed some ideas about Talent Management Strategy and associate it with High Performance Work Systems, by adopting scientific guided discussion of both concepts and presenting their interrelationship with each other by a simulating model of High Performance Work Systems as a proper framework to form and implement new talent management strategy. The study ended up to, strategic human talent management activities play a leading and training role in managing talents and in the organization strategy to promote success of talent management initiatives. The study also indicated to the co- responsibility of the entire organization staff towards talent structure and promotion and cooperation is a tool that can enable the organization to expand easily and decreases the danger of misplacing talented and efficiencies.

(Karawy,2010) identified the nature of the relationship between talent management, represented by infrastructure & dimensions, on one hand and high performance work on other hand. The study found that talent is considered a substantial source of competitive advantage as well as a key factor of organizations sustainability. That is reflected through the correlations and effects demonstrated by talent management dimensions and infrastructure in performance indicators. The study recommended developing strategic awareness of leaderships in terms of talent management to improve competitiveness, caring and retaining talents, besides, conducting future studies which focus on effects of talent management on organization competitive advantage.

(Kehinde, 2012) examined talent management effects on organizational performance and ended up to, human talent management positively affects the organizational performance. Thus, the study recommended adopting and implementing Talent Management Strategy on entire staff categories specifically those of unique talents. The study also indicated, organization has to differentiate between Talent Management and Strategic Human Resource Management, because there is overlapping of the two concepts, in order to grantee the real implementation of talent management and get the aspired benefits.

(Ahmadi, A., Ahmadi,F. & Abbaspalangi , J.2012)aimed to examine Talent Management processes and replacement plans or so- called succession planning for talents, attraction, retention and development. The study concluded to, Talent Management and succession planning, do not achieve the desired objectives, as tools and mechanisms to attract and recruit talented manpower did not work. The study recommended building strong relationships with academic institutions and research unit to identify and define the talented people, specifically in local market, develop assessment, development and retention systems through establishing infrastructure and organizational culture attracts and develops talents and not to abandon them.

(Hanif and Yunfei, 2013)shed light on the role of human talent management side by side with human resource management in keeping talents in organizations**,** reducing work turnover and achieving the human resource management vision through implementing strategies of succession planning, incentives effectiveness and development programs in use, in addition to the traditional roles of human resource management, in attracting, recruiting, training and developing talents; that affect positively in organizations success. The study concluded to, the role of talent management is part and parcel of the human resource management general strategy. That is, they are integral as they have the same implemented strategies. The study recommended that, administrative leaderships have to be aware that talent retention strategy comes from providing proper salaries, training and development incentives, caring about job satisfaction among talents through involving them in setting goals and strategies and constant building their abilities, competencies and knowledge.

This requires identifying the potentiality of benefiting from talents in the educational institutions, and how to optimally manage and invest them through developing clear specific strategy. Thus, the care of the way of managing talents in educational institutions has been increasing, in the way to be sustained, developed. Therefore, talent investment has been increased, as one of the most important capitals in the world "Intellectual Capital", due to their economic value and advantage, if they are best used, they may shift the organization in to better positions among its competitors.

In the view of above mentioned, the study answers the following questions:

1- What is the concept of Talent Management (importance- dimensions- reasons of interest)?

2- What are the most prominent strategies and reasons of applying "Talent Management" in Arab organization and institutions?

3- What are the most significant challenges face applying institutional Talent Management strategy in modern time?

4- What are obstacles face and impact adopting and applying Talent Management strategy in Arab institutions? And what are the ways to avoid these obstacles?

Objectives of the Study:

The study aims at:

1- Forming the concept of Talent Management and, reasons of interest among different sectors, given to the positive prominent role that talent management could play for the good of such sectors.

2- Shedding the light on the importance, the origin and the components of managerial human talents and reasons for calling it "Talents" and how to manage them within the administrative regulations.

3- Knowing the key strategies for applying Talent Management in Arab organizations and institutions in reality.

4- Identify obstacles face and impact adopting and applying Talent Management strategy in Arab institutions and the ways to avoid these obstacles, then, arouse the spirit of adopting strategies of managing human talents in the Arab world.

Significance of the study:

1) Copping up with developments of management and business administration in late of the last century and the early 21st century, appearance of a bunch of new topics and concepts in all fields of life, especially in human resources, such as," Human Capital Management", "Intellectual Capital Management", "Talent Management". These concepts represent the spirit of the present time.

2) Shedding light on obstacles face and impact talent management in educational institutions. In the light of technology and knowledge development in developed countries; the developing countries, including Arab ones, are still very slow in making the necessity shift towards knowledge management with its components and constituents that completely depend on modern technology alongside with talent and creation.

3)Arousing the spirit of adopting and applying modern strategies in managing human talents in educational institutions as one of axioms require dealing with modern time through managing unique creative human minds. Such minds has superior thoughts in understanding the latest developments in activities and actions in response to developments take place and work on providing proper solutions for problems and obstacles may be introduced.

Methodology of the Study:

The researchers used the "Descriptive Approach", focusing on documentary analysis method (Content Analysis) to realize the study desired objectives and to answer the previously mentioned questions. Description is considered a methodology to analyze contemporary phenomena that provides trustful description of the current status of the issue studied.

First: Talent Management Concept:

There are various definitions of "*Talent Management*"; such as, it is a complicated process operates within human resource strategies. In order to define it we must define "talent".

Talent(linguistically)**:**one's natural aptitude to be good at art or something like that**.** Talented: a person with such talent*(Mustafa, et. al, 2001, p.1059).*

    Talent: One's ability to accomplish and success, it is a natural ability to do something well *(Online Dictionary, 2010, P.1)*

    Talent (idiom): genius people or a person at academic or scientific fields *(Abdul- Kaffy, 2009, p. 9)*, the ability to demonstrate or achieve high performance in such socially useful human activity*(Al-Quriti, 2007, p. 431).*

    Talent: a concept implies possessing a distinguished feature, i.e. natural aptitude, natural substantial potentialities in one field or more of human activities that are socially appreciated somewhere and sometime. This talent can help individual to achieve remarkable performance levels in a human activity field associated with this aptitude, when personal factors and adequate motivation are provided with appropriate environmental conditions *(Suleiman, Muneeb, 2008,p. 30).*

   Talented: A person whose performance level is higher than the normal of his peers in a field appreciated by the group, either academic or non- academic field*(Abdul- Kaffy, 2009, p. 13).* **Talented:** People with potentialities enable them of superior performance in intellectual or creative area, academic specialty and leadership*(Shorrab, 2007, p. 492).*

   In the view of the above mentioned definitions, **talented** is a person possesses special aptitude to do specific work, achieve high performance, has creative work.

   ▪   **Institutional Talent Management :**

Talent Management, a term first used by (**McKinsey**) 1997, in his published article **"War for Talents**", then several companies and institution used the same term. These institutions realized that talents and skills of their staff should be taken care of and should be the focus of the processes; as these talents lead business to success. A great number of the international ambitious companies and institutions rushed to plan and develop their human resources and talents. They also developed their processes concept, styles of resources management, staff talents (**Edward,2009,P.4).**

Talent Management definition: Integrated continuing process for strengthen human potentialities and capacities and helping them realize, release their potentialities and keeping environment that facilitate using one's abilities and potentialities(** Hassan, 2002, p. 361)**

Talent Management is also defined as; the integrated safe framework that grantee work progress through identifying all efficiencies and talents in the organization, setting plans for best use and developing these talents *(Moeller, 2008, p. 3).* It also means: the way of managing performance to rise the staff performance up to maximum level *(Cappelli,2008, p.1).*It is integrated strategy of predicting the need for employees, acquiring, recruiting, deploying, managing, developing, retaining or dispense them in the case of necessity *(W.H.O, 2009, p. 2).*It is the process of attracting, retention, motivating, developing talents by institutions in order to activate talent role, develop the human resource quality for accomplish achievements in management and business *(Arafa, 2010. P.1)*

Talent Management: a strategy of attracting and retaining qualified employees *(Black, 2010, p.1),* or process of attracting and retaining the human capital *(Wilf, 2008, p. 74)*. *Edward*'s definition: organizational method of leading people through building trust, involving, providing integrated skills, development and employing processes that go with the objectives of institution *(Edward, 2009, p. 8)*. It is the process of recruiting, assessing, developing and keeping the most important sources of the organization, people *(Taylor, 2007, p. 2).* It is also, the organization's ability to attract, retain and properly place human resources*(McArdle& Ramerman, 2008, p. 1).*

Talent management: Creating the environment that enables employees to realize expected results, keeping excellence of performance and adapting changes in order to place the right people in the right places and in the right time, and motivating them to contribute to organization business through a bunch of incentives *(W.H.O, 2009, P. 1).*

The researchers definition of*" Talent Management":*" A systematic process based on selecting employees for competencies they possess, training, developing retaining them in the organization, identifying the talented in the organization and promoting their existence through retaining, motivating and keeping them as a valuable source contributes to achieving competitive advantage of the organization"

In the light of all above mentioned; **Talent Management** is an integrated strategy to provide the institution with perfect workforce through predicting the need for employees, talents and efficiencies attraction, improving recruitment process, developing required talents and retaining them; to meet the current and future needs of the institution in order to achieve the objectives.

- ▪ **Talent Management & Relationship with other Concepts :**
  - • **Talent Management & Creation**

Talented is a person who creates things from nothingness, or who invents, does not imitate. Although there is a linguistic agreement on the meaning of "**creation**", modern studies indicate some differences between two terms. However, scientists agree that talented possess most of the creative characteristics. Creation can be reflected as creative thinking using research scientific method; starting from feeling the problem that faces the organization or society, observation, forming &testing hypotheses, checking results validity and utility, to generalizing results, or as a new production or discovery.

  - • **Talent Management & Intelligence**

There are various definitions of **"intelligence**"; intelligence is speed& sharp understanding, the ability to learn, ability to adapt to the environment, the capacity to acquire and apply knowledge, The ability to acquire knowledge, experience and readiness for learning applying these experience to solve problems. There is another definition; intelligence is the ability to think. It worth mentioning, early scientific studies of talent and creation have been directly associated with the "Theory of Intelligence", then the talent concept has been developed to reflect individual differences among people, the degree and difference of talent from one another. (**Downe,Loke,Ho&Taiwo,2012).**

Thus, we can say that talented are people originally possess intelligence attributes that enable them to tackle problems, adopt new methods for solving and overcoming them. There is a trend sees that there is a connection between talented or potential talents within the administrative regulations and emotional intelligence or emotional sense that can increase and motivate their talents in the direction of achieving the organization strategic aspirations, such as; adopting employees containment style or involving them in setting the organization general strategy. This motivates them to demonstrate their powers, abilities, hidden talents and potentialities in their loyalty to the organization and jobs they do.

Second: Institutional Talent Management :

The key idea of talent management is developing human resources required for achieving the institution strategic goals. That is through exerting efforts to fit potentialities and skills of employees with current and future work needs. Therefore, *the objectives of Talent Management are, to* :

- reduce costs of labor without harming productivity.
- build executive leaders for meeting future jobs requirements.
- fill sudden vacancies in key roles with high efficiency talents.
- Keep back up workforce.
- Effective mobility of talents within the institution in order to achieve optimal investment return of talents.
- focus retention actions on the key and valuable talents.
- identify mechanisms of employing needed talents.
- increase the total productivity of workforce *(Sullivan, 2010, p. 2).*
- establish high performance workplace.
- attract talents and develop skills of the staff.
- retain workforce and develop their skills.
- improve recruitment practices.
- gain society institution support*(Vidyeswari, 2009, p. 2)*

Third: The importance of Institutional Talent Management:

Talent Management has become one on the most pressing issues in contemporary institutions. That is due to talent management works on: making recruitment more efficient and effective, developing performance of management staff and promoting sustainable development culture. It also works on identifying performance gaps quickly; thus, providing proper training in proper times, set specific mechanisms for assessment and accountability, achieve some sort of integration between the staff and institution, besides providing proper work- related training for the staff *(Bersin, 2010, p. 1).*

Moeller stated that talent management help ensure performance management, making it more organized and effective. It also provides better quality of performance; improve available sources control, in addition to providing several advantages enable human resources to face current and future challenges such as; a sound foundation for obtaining comprehensive offer of talents that lead work results, promoting human resources as a strategic partner, improving taking decisions skills, improving opportunities of doing business and relationships with customers and beneficiaries, and developing management capability of facing challenges**(Moeller, 2008, p. 33).**

Based on stated earlier, Talent Management is requisite; as it helps understanding and training employees in the organizations, according to their jobs. Talent Management is also used to identify skills of each employee. It enables management to do their various functions and roles easily, smoothly and perfectly; as it supports them with proper required skills. Talent Management seems important because it is able to avoid management problems. (*Eissa*) stated that implementing talent management prevents committing mistakes such as:

- placing an employee or available human resource in inappropriate position does not commensurate with one's capabilities and abilities, either more or less than needed for the job.
- lack of optimal utilization of human resources capacities or wasting them.
- low morale among organization staff, lack of belongingness and loyalty to the organization, that cause carelessness and slackness in doing their jobs. This negatively affected rates of productivity.
- employees feeling oppressed or aggrieved by their direct or indirect Managers that rooted inside them through financially or human discrimination among staff . This feeling makes them fail their tasks and jobs or react badly for personal good, or against the organization.
- Carelessness and failure in developing continuous effective qualification or training programs for increasing and developing abilities and skills of human resources. This impacts effectiveness and levels of performance in the organization, it is against the organization good.
- behaving inappropriately or immorally by officials of different levels (sometimes inside work environment).
- lack of individual, cultural and belief differences consideration in workplace *(Eissa, 2007, p.8).*

The importance of Talent Management appears in two main factors:

1- Increasing global recognition of the key role of managerial talents in ensuring institutions success.
2- Difficulties the organizations face in recruiting and retention of managerial talents required for organization success and achieving competitiveness *(Scullion, 2008, p. 128)*.

Based on above mentioned, it is obvious that talent management leads to increasing of human resources productivity and contributes to preparing leaderships the organization will need in the future to realize its goals. Talent management identifies the unique talents through performance assessment. It also helps employees to better realize their individual potentials and increase their ability to respond to challenges and compete.

Thus, the previously mentioned emphasized the necessity of Talent Management for each institution so that it can achieve change and development. This calls for detecting creative abilities of the staff. Therefore, it is focus on individual's attributes and characteristics to identify their talents, capacities and efficiencies; in order not to deprive them from caring and developing nor work from better chances of progress.

Talented has a set of characteristics and attributes, such as: adjustment with one's self and others, ability to categorize things and deal with them, tackle situations face them, sharp observation, willing to learn, capability to tackle problems and thinking about them, the ability to focus and paying attention, accepting others' opinions and suggestions.

(Abdul- Kaffy) stated that talented: have ability of generalizing, often criticize themselves and their colleague objectively and reliability, they are energetic and active, value time, highly sensitive, and delicate. They ask precise significant questions during discussion. They seem to be highly vigilant and attentive, tend to be accurate and perfect. They are not hesitated tackling big problems. They may follow smooth way and avoiding obstacles ways **(Abdul- Kaffy, 2009, p. 14).**

As these are the characteristics of the talented and because the institution manager has to manage such kind of people**,** the manager has to have a group of specifications and skills, such as: be able to analyze needs and suggest solutions, smart, able to build trust. The manger must have influence on stakeholder, prefer participation, think strategically, be able to long – life learn*(Edward,2009,P.11)*. He also must be able to conceive the future, able to communicate, able to triumph in facing resistance, listen to others transparently and deeply understand. The manager must be sympathetic, patient, tolerance and able to accept the deficiencies of others *(**William, 2006,P.11**)*.

The manager does various roles such as: planning, professional development, professional counseling, organizational restructuring, training and guiding. The manager also manages performance and technology and change. He delegates(contribute authority according to efficiency), holds accountability (develop precise measurable standards) and identifies necessary tasks that provide competitive advantage. The manager also plan workforce in changeable times, achieves comprehensive development of talents by managing tasks and expertise that support growth. He also creates systems help employees self- development (***Edward, 2009, P.11***).

For successful talent management, the manager has to take some actions including:
- **-** Bridge the gaps in all organization levels; organizational, administrative and individuals through developing skills
- Identify important responsibilities and significantly contribute to creating junior administrator.
- Being flexible in learning skills needed to meet the requirements of rapidly changeable market, in terms of knowledge and technology market.
- Connecting learning and performance at all levels of institution hierarchy.
- Managing talents coordinately among all efficiencies of the institution.
- Assessing learning effect on performance constantly (Merle,2008, P.3).
- Caring about future leaders through a number of actions and strategies required for developing their abilities and achieving competitive advantage (McGee,2006,P.4).
- Ensuring supportive relationships to reduce barriers among management and personnel (Carter, 2008, P.7), as establishing positive supervisory relationships is vital for promoting or retaining talented personnel.
- Providing constructive feedback.
- Taking decisions fairly.

McArdle&Ramerman suggested five important factors for management to do to retain talents:

1- Identify goals, objectives and expectations: employees always need to learn exactly what is expected from them to do, and what they should do to meet these expectations. Talented mind with no target are valueless.

2- Balancing work environment: talented employee has great positive energy. He wants to realize this energy in order to accomplish work; but he often needs time to reactivate himself. Thus, organizations that aspire to retain talented employees should create positive environment that allows them to reactivate themselves.

3- Following- up performance and providing objectives analysis: creative are in need to be motivated continuously toward better performance. They also need to know if the results are the desired ones. Failing to achieve the objectives leads to recession. Then, they must learn the reasons of success or failure; to realize desired results.

4- Fair performance assessment: they need recognition and fair assessment of their work.

5- Compensations which grantee proper life: they need to feel appreciated through leading decent life (McArdle& Ramerman, 2008, p.2).

Fourth: Talent Categories in the organization
    (*Osinga, 2009*) indicated that talents can be classified under four categories:

1**) Leadership Talent**: this category is on the top of talent hierarchy. They are the talented leaders who are responsible for developing, setting, delivering and implementing strategy all over the organization.

2)**Key Talent:** includes people possess strong sense of competition. They are considered valuable and essential for the organization, due to their abilities and vision of the future. They also have the ability to take responsibility. Some industries and roles have to include specialists, thought leaders and or those of rare skills.

3) **Core Talent**: The people of this type form the great power of the work. They are employees of production; responsible for delivering the final product to customer.

4) **Support Talent**: Implementation of activities is accomplished through talent support assistance to the non-basic jobs; often administrative activities that could be **automatized**. People of this type of skills are available, and can be replaced within few weeks.

Fifth: Institutional Talent Management Dimensions :

Talent Management includes a number of dimensions :

1) Planning and defining functional requirements:

Planning means pre- identification of jobs and managerial levels will be occupied by managers, employees or workers horizontal or vertical according to their abilities, characteristics or personal ambitions.

Planning talent management has four key dimensions:

* How to help organizations and personnel to plan their careers.
* How career planning adjusts with the organization human resources plan; such as plans of training, promotions, performance assessment and motivation.
* How Planning is applied in different stages of one's career.
* How to implement effective program of career planning *(Mustafa, 2000, p. 298).*

One of planning characteristics is providing adequate number of individuals with proper quality in proper places at proper time for moving steadily towards goals.

Planning talent management importance is also represented in:

- Obtaining the best human efficiencies from either external or internal environment**.**
- Optimal use of sources (more production at less cost)
- Identifying future needs of human resources and fixing shortage or surplus**.**
- Identifying weaknesses and strengths of staff performance and selecting required development programs *(Al- Saleh, 2004, p. 73)*

From previously stated, it is obvious that planning is urgent for managing talents; as it is the process through which management secure adequate quantity and quality of personnel at proper place and time. It also enables the management to retain the staff and invest their capacities. Planning also contributes to detecting shortage and surplus of staff skills, then filling this shortage by training and developing.

2) Employment (attracting, selecting, recruit)

Each organization works to secure required human resources, seeks sources that provide resources in different means; to be able to select and recruit qualified individuals. This quest must be accompanied with full knowledge of needed number of staff members, their expertise, qualifications and skills precisely and clearly. This preceded by full careful analysis of jobs. After searching for sources of human resources by different communication means, the process of selecting qualified individuals takes place.

The importance of attracting, selecting and recruit practices appears in searching for human resources the organization needs for achieving strategic goals. The practices work on adjusting selected individuals with organization needs and culture. In respect to the first factor" attracting"; a process has a group of objectives, some of them related to the organization, other related to individuals. Through the process of attracting, the organization works for securing a group of qualified individuals and keep the group within a size could be realized. However, individual pursues achieving work- related objectives and satisfying his personal needs. So, the organization has to consider connecting its attracting-related objectives to individual objectives. Considering the second factor "selecting and recruit"; this process is natural extension of search for and attracting proper human resources. Selecting process can be defined as "practices through which the organization selects the best and most suitable applicants for vacancies. This process is accomplished by objective fair comparison among applicants, in the light of terms and required specifications. These specifications and terms identified through vacancies requirements for achieving a key goal; enabling the individual to do his job tasks efficiently and achieving the objectives of the organization and the individual *(Al- Fa'uri, 2005, p. 206)*

Based on above mentioned; it could be elicited that attraction means gathering as many candidates as possible to fill vacancies. Selection means filtrating candidates to get the best among them. Retention means keeping the skillful and getting use of them according to the work needs. The organization may get required resources from external environment through advertising or from internal environment through promotions or something like that.

3) Training & Development:

Training and development means all planned implement efforts for developing abilities, knowledge and skills and guiding behaviors of the institution staff at different levels and specializations. The efforts that magnify effectiveness of the staff performance and self- realization of the staff; through achieving their own goals and the institutions'*(Mustafa, 2000, p. 247).*

Hence, training seems important in present time. It takes the responsibility of preparing organization staff according to contemporary changes. Speed move and dynamic factors of surrounding environment may affect constancy of human organizational relationships, making it steadily decreases. Consequently, it places additional responsibility on management to achieve constant development *(Al- Yawer. 2005, p. 26).*

(Afify, 2004, p. 17) emphasized that in-service training, or practical training, is the best type ever. That is due to; experience is an extremely rich source for learning**.**

Talented always needs for a systematic strategy of the list of tasks he has to do, but we cannot depend on the talent only for doing that. It is the management job; to hasten towards training talented employees for polishing talents by experience and practice in the light of accurate objective planning and assessment.

The view of training as a temporary action to avoid weaknesses or to improve some skills has changed to be an action included three (3) sustainable elements (learning- training –development). The purpose of training has become to support individuals and enabling them to mine the best of their own. It also makes one able to do his present and future jobs within a high performance team work. Today, training is considered one of the effective tools of qualifying and adjusting human resource in work. Besides, it introduces the staff to the latest developments and scientific practical method sat internal and external environment. Training also enables the organization to be more competitive*(Lockwood,2006, P.4*).

The above mentioned ensures that training aims to provide staff with information, skills and different modern methods about their jobs as well as improve and develop their skills and abilities. It also tries to positively change their behaviors and attitudes. Consequently, it raises performance level. Today, Training has become more important; due to constant changing in internal and external environment of work, fluctuations of labor market and rapid development of technology. Management has to deal with all these elements seriously in order to eliminate weaknesses of performance and create efficient managerial leaders and employees. Therefore, training is important to institution and staff. For institution; training leads to institution productivity, creates positive attitudes in work, increases understanding institution general policy, up-grades information and unifies concepts. For the staff; training identifies roles, contributes to problem solving, provides growth and development opportunity among staff, decreases tensions caused by shortage of knowledge or skills or both of them and develops the staff skills.

4) Motivation:

Motivation is to encourage people in order to be active in their work for achieving the institution goals. The importance of motivation lies in function of increasing and accelerating production, developing cooperation spirit among the staff. Motivation realizes justice for the most diligent employees. It also encourages innovations and inventions of clever individuals. Motivation leads eventually to increase production rates , improve it or reduce costs.

In order to guide behavior towards high performance, worker must believe that high performance will be rewarded. That is, employees must perceive the close relationship between performance and reward. Individual needs for recognition from people around him that his efforts and achievements are important. Others' appreciation is considered one of the important issues that contribute to satisfying his basic needs *(Al- Fa'uri, 2005, p. 212).* Institution sets improved performance-based-reward system that encourages employees to continue to perform as well as possible.

There are many reward systems used to motivate employees by institutions, such as: connecting individual's goals with the team's, providing feedback on individual basis, providing professional guidance, making every one aware of what others do involving individuals in planning process and involving individuals in motivating their workmates (*Al- Fa'uri, 2005, p. 213).*

The above stated emphasizes that motivation works to stir the inner feeling of the employees for inciting them to do their jobs better and inspires them for positive competition based on management trust and fairness. Motivation is reflected in raising the spirit of cooperation among the staff and growing the spirit of loyalty and belongingness to the organization which achieves its goals.

5) Performance management &assessment

Performance refers to the degree individual, team or institution realizes the desired goals efficiently and effectively. Performance management is an integrated strategic process creates constant success through improving staff performance and developing opportunities and quality of their contribution individually and in a team work.

Performance management- in its vertical integration- links the objectives of institutions, team and individuals; in its horizontal integration links different elements and policies of talent management.

Performance management is concerned with designing work, identifying performance standards, identifying the gap between planned (or target) performance and actual performance. It also concerned with renewing objectives, tackling emerging performance problems, exchanging advice among team works leaders about tackling these problems and ways of facilitating and developing performance. Performance management cares about taking actions of implementing performance contracts- between management and the staff and setting individual development plans, including constant providing of feedback about performance outcomes and setting reviews about performance progress*(Mustafa, 2007, p. 107)*.

Performance management aims at providing toolsby which better results can be achieved for the organization, team or individuals. That through understands and realizing performance management within a framework goes with the planned objectives by standards and requirements of desired efficiency*(Armstrong, 2008, p. 197)*

Performance Assessment means analyzing and assessing styles and levels of staff performance and behaviors as well as identifying their current and future efficiency level as a basis of evaluation and guiding these styles and levels. Hence, the

assessment, with provided information of strengths and weaknesses overtime, is considered a tool of evaluation (guiding and improving) by magnifying strengths and reducing or eliminating weaknesses.

Performance management process is a part of a comprehensive process for integrated continuous development of employees, including training, developing, assessing performance, transferring and promotion. Higher management is not the only responsible for developing individuals, but employees are also involved as well as the direct mangers *(Mustafa, 2000, p. 331)*.

Sixth: Reasons for Interests in Institutional Talent Management:

There are many reasons for interests in institutional talent management: fierce competition for clever workers, low levels of staff participation, the global interest in managing work labor, the importance of succession planning *(Moeller, 2008, p.3)*.

McKinsey suggested several reasons for institutional talent management such as: the key of such organization is talent, talents lead to competitive advantage of the institution and talent management is the trigger of performance *(McKinsey, 2010, p. 1)* .*William* also added some more reasons, such as : decreasing human resources drains, reducing the cost of successful element retention, securing the cost of creating category of high efficient employees for surviving and success in the future, afford creating culture diversity management and adapting with work place adjustments*(William,2006,P.*1).

Given to the great number of challenges face different institutions, turning to institutional talent management is supported. *These challenges include:*

- Globalization; its impacts on increasing organization care about customers and turning competition from local markets into global ones.
- Challenge associated with administrative work automation.
- Challenges associated with promoting transparency in administrative work. It means clearness of regulations and procedures, information and data availability, avoiding ambiguity, obscurity and covering up problems & points of weakness and avoiding foggy administrative work.
- Challenges associated with eliminating administrative corruption aspects for reaching developed organizations that are able to deliver unique quality services that satisfy customers.
- Challenges associated with attracting human resources with modern management styles and creative thinking *(Ibn Anter,2008, p. 179)*.
- Low productivity of the staff resulted by economic crises.
- Isolated talented.
-Neglecting talent, talent development and talent role in increasing productivity.
- Difficulty of implementing periodical training programs **.**
- Skills gap; disparity between current capabilities of the organization and human resources required for achieving its goals.
- Increased labor market requirements.
- Emerging of new organizational trends different from traditional organizational styles inform and substance *(Carol, Lynette, Jim & Paul ,2006,P.4)*

The above stated emphasizes that the importance of institutional talent management is represented in rareness of talents and efficiencies and reduction of qualified workforce. Thus, it is necessary to reconsider management style in order to cope up with 21st century requirements and develop the management styles of running a lot of organizations. Talent management emphasizes understanding the relationship between retention of the best talents and achieving the best results.

Seventh: Institutional Talent Management Strategy :

After the Global Financial Crisis 2008 that swept the entire world and directly affected on organizations, individual and governments at the same time, that urged them to think about a new mechanism that enables them to overcome the economic impacts resulted by that crisis. Therefore, the organizations became less costly in performance and activities and more focused on competencies and efficiencies to be on the top of their area. So, a lot of organizations have begun to invest in long- term strategies based on recruit, development of managerial skills in addition to applying integration of talent management strategies. That is because; good planning of strategies enables the organizations to overcome difficulties they face and direct then towards actual desired success *(Rowland, 2011, Cannon & McGee, 2011)*.

In addition, talent management can deliver the organization plenty of benefits and increase its capability of managing knowledge *(Whelan& Carcary, 2011)*. Knowledge is one of assets the organization seeks to attract and retain. Being implicit within one's self, knowledge is non- material competitive advantage that is difficult to be counterfeited or formed and generalized on other organizations. It worth noted that talented are people who possess this implicit knowledge and valuable expertise organization tries to retain and keep as real intangible assets and a competitive advantage to be distinguished by among other organizations.

Talent management strategy deals with processes required for ensuring that organization is attracting, retaining, motivating and developing people with needed talents.

Sometimes, it may be assumed that talent management care only about basic individuals- with high capacities- but each individual has his own talent, so talent management must not be limited to elite minority. However it is better to focus on those who have rare skills and high capacities *(Armstrong, 2008, p. 182)*.

Talent Management Strategy includes:

-Developing the organization; as if "the employer has the choice" and a great place for work.

- Adopting policies of recruit and choice that ensure the best choice and they will often develop, and they may be in the positions as long as possible.

- Designing jobs and developing roles in order to provide opportunities of practice and develop individuals' skills.

- Providing talented teamwork and opportunities of developing the career *(Armstrong, 2008, p. 183)*.

- Automatizing talent management process through using Internet that saves time and money.

- Bridging the gabs of personnel performance through adopting automatic system.

- Using standards to assess staff performance and abiding justice and integrity in assessment *(Vidyeswari, 2009, p. 4)*.

- Increasing opportunities of training and development.

- Managing performance (*Robert, 2008, P.1*).

- Providing a range to achieve the adequate balance between work in the organization and life outside.

- Developing leadership competencies of direct managers.

- Identifying talented individuals and rewarding their excellence, work and success.

- Recognizing clever talented reviewer to determine who will stay and who will leave the organization.

- Providing successive planning policies for management to be able to identify available talent that enable them to meet the future requirements and indicating needed activities for developing management *(Armstrong, 2008, p. 183)*.

McArdle&Ramerman showed that talent management is based on a set of assumptions: human resource is a valuable stock, talent is an essential part of the organization's value, right talent is extremely substantial for organization success and more talents means more development (*McArdle&Ramerman, 2008,P.2)*

Hassan also stated that **Talent Management** includes the following attributes:

- Focusing on self- management

- Identifying talents and potentialities, help employ and develop them.

- Concentrating on being an integrated continuous process. That is, it adopts constant growth- based- approach.

- Focusing more on funding potentialities and aptitudes of individuals for their good. This eventually leads to achieving organization interests. No doubts, organization's care about developing individuals' potentialities will sustain individual's sense of responsibility towards the organization and increase sense of organizational involvement, that eventually leads to achieving goals.

- Focusing on – in the case of considering current dynamic environment- constant modernizing and developing of organization policies, structures and systems in the way that helps individuals to realize their potentialities and effectively contribute in the organization *(Hassan, 2002, p. 361)*.

Eighth: Success Factors of Institutional Talent Management :

A lot of researchers and specialists in management and pedagogy indicated that there is a number of factors contribute to talent management success. On the other hand, some others, in modern time, called them (**Strategies for dealing with talent management in organizations**). The human resource management takes the responsibility of providing these strategies for all departments and units of the organization for achieving the strategic goals of the entire organization. These strategies include(*Kehinde, 2012*):

1-**Talent Attraction Strategy :**

Talent Management Strategy is based on attracting the most talented (who can achieve the organization strategy, possess proper competencies and abilities and fit the nature and culture of the organization). Those are the most suitable for recruit current and future requirements and the most capable to adopt, adjust and produce in the organization. This strategy has become one of the key features of creating organizational competencies for achieving constant competitive advantage in the organizations. Thus, organization has to invest in human resources that can be attracted, employed, retained and developed, as they are considered talented and good competitive advantage *(Rowland, 2011).* The process of talent attraction is based on the organization values and the potential employees' view of the organization. Trade mark is also one of elements that can easily attract talents. It is obvious that all talents seek development, progress and working for organization with good reputation. It is obvious that recruit proper people need strategic thinking of human resources, forming specific smart terms to select real talents which differ from normal terms of ordinary individuals *(Pruis, 2011)*.

2- Talent Development Strategy

Realizing potentialities in organization requires realizing talent potentialities. The is, process of attracting and recruiting of these talents should accompanied by more development of their abilities, skills and knowledge through continuing learning plans (e. g, courses, conferences and forums). All organizations need formal and informal leaning and teaching programs as well as skills and knowledge for developing talents *(Areiqat, 2010)*. Talent development depends on changes in performance, cognition and behaviors *(Charan et. al., 2001)*. It became urgent to rely on a strategy to develop talent constantly in order to achieve high levels of performance and competencies fit to fill the job intended to be filled. In addition, identifying the gaps in their knowledge and implementing initiatives to promote their efficiencies and retain them. In spite of developing, training, qualification and assessment programs the organization adopts, most of talented individuals are still

unknown or have not been discovered in the organization. Consequently, organizations need to implement effective development and assessment strategies that can identify opportunity as a key element of talent management to achieve its function *(Williamson, 2011)*.

3- Talent Retention Strategy

Due to economic downturn, decreasing labor, financial crisis, change in consumers preference and generations differences, these talents have been seeking another opportunities; either because economic issues or offers from competing organizations . Therefore, organizations have to adopt strategies for retaining their own talents in the face of intensive competition*(Whelan & Carcary, 2011)*.

There are several factors contribute to talent retention. There are precautionary factors such as privileges, benefits, direct and indirect compensation. Workplace also has direct impact on career success. However, career success that depends on intrinsic rewards reduces loss or flight of talents indirectly*(Cannon and McGee, 2011)*.

Thus, talent attraction and retention strategies are essential for talent management. These talents must get trained and developed in order to implant the feeling that organization leaders properly care about them. This feeling generates loyalty and commitment to work. So, leaders will directly feel the returns of talents investment and retention. Talent retention and development strategies of several global organizations in developed countries depend on either emotional incentives, as in Brazil, France and Netherlands. Other countries depend on firmly law enforcement with giving trust and respect as in Japan, while other depend on performance assessment measures, e. g. Italy. Some countries, like Canada, adopt motivation and benefits; such as retirement compensations and long- term succession *(Poorhosseinzadeh, & Subramaniam, 2012)*.

4- Succession Planning Strategy

Although there are different points of view on succession planning methods, they all have common roots. In some views, it is a process through which a team of superior employees are selected for coming period of time; others see that it is planning to provide a broad base of proper talents employed by the organization. *(Kasmi, 2011),(McDonnell et al., 2010),(McDonnell et al., 2010),(Hartmann et al., 2010), (Hills, 2009)and (Charan et. al., 2001)*stated that succession strategy is limited to developing and categorizing internal manpower who possess high potentialities, it is also a vital source of some leading positions and jobs in the organization. Succession planning strategy gives real opportunities for filling key positions with talented employees with abilities, skills and knowledge required for doing these jobs perfectly. Organizations applying succession strategy aims at predicting future organizational needs for talents of efficient human resources. These organizations work on securing human resources needed for ensuring stability and achieving their strategic visions.

They do not seek to discover who will be in leadership positions as much as they are concerned about the human potentialities of each individual in terms of training, experience, skills and knowledge they need to become talented managers. In other words, organizations attract, select, recruit and develop human resources, especially the talented who are considered the best candidates for leadership positions. This way, they can develop their own talents without much trouble.**(Cappelli,2008)** indicated that effective succession planning strategy relies on some essential attributes such as: Leadership Competency Model, Performance-Based Model. Relying on Leadership Competency Model and development planning process does not only help identify the gap between current and future performance, but helps also identify and develop potentialities for filling the jobs in the future. Building a Leadership Competency Model is considered an essential step towards succession planning of leadership positions success *(Areiqat et.,al.,, 2010)*.

There are many perspectives regarding Institutional Talent Management strategies, as follows *(Cannon and McGree, 2011; Iles et. al., 2010a and 2010b)* :

1- Process Perspective: This perspective is based on the fact that it includes all processes needed for developing individuals within the organization. From this perspective, future success of the organization relies on the actual talent existence and the process of talent managing and caring is a part of a daily process in organization life.

2- Cultural Perspective: cultural point of view refers to, talent management is a part of culture organization nature and we have to believe that there is a need for talent to achieve success. We can see the organization culture as the good way to adopt talent management, caring and developing them spontaneously. We also have to believe that this culture adopts individual talents development approach and works on discovering and developing these talents to become a part of the organization daily routine.

3-Competitive Perspective: Advocates of this perspective suggest that talent management accelerates the development courses of high-potential employees in the organization through applying the same process of individual's career development, but by focusing on developing high potentialities or talents quicker than others.

4- HR Planning Perspective: This perspective's advocates believe that talent management is concerned with finding the right person, placing him in the right position in the right time to do his job correctly. Many quickly developed organizations and institutions apply this perspective. However, by becoming more stable with the new status, they change their view of the concept entirely. Succession planning strategy often tends to be more obvious in the organizations adopt this approach.

5-Change Perspective: Finally, this perspective uses talent management as a driving force or motive for changing process in the organization. That is through using talent management system as a part of strategic human resource broader initiative to manage organizational change. It also could be a tool through which the organization can activate talent management in the

institution as a part of an extensive change process or it could put additional pressure on talent management process, if there is extensive resistance to change process (***Kehinde, 2012***).

It is concluded that work turnover can put the organization in a great risk, especially in terms of talents it possesses. Thus, talents need to learn and understand that they are exceptional value for the organization and they are highly appreciated and cared; in an attempt to retain them within its valuable staff. That is considered as one of the organization's assets.

Through reviewing the above theoretical framework, it became obvious that there are a great number of studies whose focus was Talent Management through setting strategies to deal with. Adopted strategies may differ in managing talents according to the nature of the focus and strategic goals the organization based on. However, the objectives of both Strategic Human Resource Management and Talent Management Strategy adopted in dealing with talents have one single target; "the right person in the right place in the right time". That is, focusing on the necessity of the integration and alignment of individual policies and objectives with the organization's objectives. The only difference between Strategic Human Resource Management and Talent Management Strategy is in focusing on high potentialities of the talented. This leads to strategic thinking of human resources and their impacts on the organization and human resource management in the future.

Ninth: Institutional Talent Management hindrances:

There are many hindrances block the way to talent management implementation, such as: rareness of clever personnel, low levels of staff participation, difficulty of compatibility between individuals' need and institution's goals, increasing costs (***McKinsey, 2010, P.2).***In addition*, most of institutions have not got the official programs required for meeting talents needs*, lack of leadership practices aim to change, lack of skills and human capital development commitment among mid- levels managers, lack of cooperation among different department. There are also some obstacles, such as; resistance of some people to talent- focus assessment process, lack of compatibility between institution strategy and talent management strategy, lack of remedial plans for treating chronic underdevelopment, besides placing of some wrong people in senior positions(***William,2006,P.7***).

Hindrances are also represented in; lack of leadership support to talent, lack of organizational culture that supports talent management, some organizational policies and procedures do not match with talent management objectives (***ASTD, 2008, P.3***).

❖   Recommendations & proposals :

Based upon their research, both researchers propose **a number of recommendations required for applying and activating Talent Management in educational institutions :**

- Developing flexible strategic plan for applying Institutional Talent Management, through which plans, programs and budgets are set. The plan through which talent management can be applied and culture of institutional talent management is spread among all members of the educational system. This will be done by some *procedures* :
- Forming a supreme committee to develop strategy of institutional talent management.
- Setting sub- plans.
- Using some advisory and research bodies to participate in studying and developing plans.
- Holding forums, training courses and workshops to spread talent management culture among people and introduce them to talent management definition, importance, objectives, dimensions and hindrances and compel all institutions to all institutions.
- To create institutional talent management manual in educational institutions to organize all required policies, regulations and procedures.
- To care about qualifying members of administrative body in educational institutions for increasing their effectiveness and empowering them to manage institutional talent.
-To support the development efforts of the human resource in educational institutions in terms of providing and promoting new skills or providing knowledge imposed by work nature in the light of predefined strategies.
- To adopt competency -based- assessment, especially for fresh talents or obtained ones to ensure quality of performance and outcomes and to enrich their knowledge, skills and behavior towards organization goals in addition to providing care through constant training and development programs.
- To adopt proper planning based on functional requirements, to have succession and alternative rows development plans and to choose the staff based on qualifications, abilities and talents.
- To involve the whole staff at all levels in decisions - taking so that it will be common responsibility and to ensure the belief in teamwork.
- To promote employees based on efficiency and talent not for seniority and age and to adopt definite clear mechanism for verifying competencies and talents.
- To set strategic plan for full-time and part- time recruitment, from which flexible and effective annual plans emerge.
- To build a performance- based- mechanism of motivation and reward, to secure independent resources for each department to reward employees in order not to equalize talented hard worker with routine employee, in addition to achieve equality in motivation and reward between permanent and alternate or temporary members.

- To abide to periodical assessment of the staff at all levels, connect assessment results, professional development to rewards with regard to vary and develop evaluation methods constantly.
- To abide to standard levels in planning, motivation and evaluation, so that the institution will be in line with international ones.
- To ensure that educational institutions competitiveness can be achieved only through institution capable of creation, which can be realized by including talent management in human resource management strategies and organization strategy. Besides, creating educational environment based on teamwork, effective human relationships where efficiencies and talents are developed for achieving goals.
- To remove all obstacles which hinder applying Institutional Talent Management.
- To conduct more studies in Arab World on Talent management concept, applying talents attraction strategies in educational institutions in order to achieve competitive Advantage.

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