TALENT MANAGEMENT BASED ON TEAMWORK

The case of Soluciones Cuatroochenta

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1. Introduction

A stream of strategy research has emerged that generally posits that organizational resources and capabilities that are rare, valuable, non-substitutable, and imperfectly imitable from the bases for a firm's sustained competitive advantage (Barney, 1986, 1991), this is the reason of the theme of the study.

Moreover, some authors suggest that human resources systems can contribute to sustained competitive advantage through facilitating the development of competencies that are firm specific, produce complex social relationships, are embedded in a firm's history and culture, and generate tacit organizational knowledge (Barney, 1992; Reed & DeFillippi, 1990; Wright & McMahan, 1992). According to these authors, human resources could be one of the most important resources and capabilities which can produce a competitive advantage in a firm.

In the study will be analysed one of the types of management that are focused on human resources, talent management. The concept is interesting because this type of management it is still among a few companies and there aren't many studies about how a company use it successfully.

The principal objective of the study is making a review profoundly of talent management concept and analyse how is implemented in a company. What is more, organizational learning and knowledge management will be analyzed too, because are concepts very related with talent management and they can affect the talent management effects in the company; the second objective is proving that these concepts are following similar principles and their effects go in the same way. The last objective of the study is making a depth investigation of teamwork to analyse if it is one of the most important practices of talent management or not.

To achieve the objectives of the study, it will be structured starting by a theoretical revision of talent management; continuously, it will be analysed if the company has knowledge management, organizational learning or both implemented. And finally it will be an analysis of teamwork as a way to implement talent management in a company. After the theoretical part, this study will continue with a practical part where the same issues of the theoretical part will be analysed in the company. And, at the end of the study, results will be explained and discussed too.

2. The importance of talent management

Talent management is therefore arguably being positioned by some as the latest weapon in the human resources management arsenal, in the ongoing struggle to elevate the practice of human resources management to one of strategic importance. Effective talent management ensures that organizations can successfully acquire and retain essential talent (Morton, 2005).

Collings and Scullion define talent management as the strategic integration of resourcing and development at the international level that involves the proactive identification, development and strategic deployment of high-performing and high-potential strategic employees on a global scale (2007).

Since McKinsey consultants coined the phrase the "war for talent" in the late 1990s, Talent Management has become an important managerial activity (Hartmann et al. 2010; Scullion et al. 2010). Although, talent management is concerned with developing strategy, identifying talent gaps, succession planning, and recruiting, selecting, educating, motivating and retaining talented employees through a variety of initiatives (Groves, 2007; Guthridge and Komm, 2008; Ringo et al., 2010).

Some of the Talent Management literature highlights the potential importance of expatriation assignments for future business development from a talent perspective: producing leaders who understand the business context and global strategy, and equipping top talent to become future leaders (Gakovic & Yardley, 2007).

From the point of view that says that talent management consists of activities and processes that involve the systematic identification of key positions which differentially contribute to the organisation's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization (Collings & Mellahi, 2009), talent management can crucially help optimize organizational learning processes (Victor Oltra & Salvador Vivas López).

Organizations' talent management policies should be aimed at maximizing the value created by talent, especially by means of its contribution to optimizing organizational learning processes and by developing knowledge assets (Vaiman and Vance, 2008). Employees' knowledge, skills and competencies need to be maximized and recognized as a distinctive source of competitive advantage (Collings and Mellahi, 2009; Lewis and Heckman, 2006).

Talent management includes all organizational activities for the purpose of identifying, selecting, developing and retaining the best employees for the most strategic positions (Stahl et al. 2007) which contribute to sustainable competitive advantage.

Some researchers see talent management from a primarily human capital perspective (Cappelli, 2008) while others see it as essentially a mindset with talent as the key to organizational success. Talent management has become one of the most prevalent topics in the field of people management and development for practitioners and academics alike. However, while managers do appear to appreciate the importance of talent management, they often fail to manage it effectively, and the linkages between talent management and organizational performance remain unclear (David G. Collings) this is because we need to research to increase the probability of success.

The Talent Management Wheel

The Talent Management Wheel divides the important elements of talent management into two: talent management practices and guiding principles. The six guiding principles apply equally to each of the individual talent management practices.

Graph 1. Talent management wheel

Principle 1: Alignment with strategy

Strategic flexibility is important, and organizations must be able to adapt to changing business conditions to revamp their talent approach when necessary.

Principle 2: Internal Consistency

The way the company's talent management practices fit with each other.

Principle 3: Cultural Embeddedness

Many successful companies consider their corporate culture as a source of sustainable competitive advantage and they make deliberate efforts to integrate their stated core values and business principles into talent management processes.

Principle 4: Management Involvement

Seniors leaders need to be actively involved in the talent management process and make recruitment, succession planning, leadership development and retention of key employees their top priorities.

Principle 5: Balance of Global and Local Needs

While locally adapted approaches create opportunities for diverse talent pools, they limit a company's ability to build on its global learning in hiring, assessing, developing and retaining top global talent.

Principle 6: Employer Branding Through Differentiation

Attracting talent means marketing the corporation to people who will fulfill its talent requirements.

Günter K.Stahl et al., 2012

'Social capital' view to Talent Management, according to which teams, shared values, culture, leadership and social networking considerations are essential elements of Talent Management (Preece and Iles 2009; Iles et al. 2010; Preece et al. 2011).

Moreover, an examination of Wall Street analysts by Boris Groysberg (2010) suggests that individuals identified as very talented may not necessarily perform at the same high levels when lured elsewhere by increased salaries. Helping and developing existing workgroups can aid retention and increase the extent to which an individual firm benefits rather than organizations in general (Gathmann and Schonberg, 2010), by providing particular task support, and sharing good practice.

3. Knowledge management importance to talent management

Knowledge management is the process that helps organizations find, select, organise, disseminate, and transfer important information and expertise necessary for activities such as problem solving, dynamic learning, strategic planning and decision making (Gupta et al., 2000). Effective knowledge management depends on effective management of the organizational talent who possess key knowledge, in terms of talent recruitment, training, performance management, succession planning, and knowledge sharing (Vance and Vaiman, 2008).

Managing knowledge is a crucial factor in business success, effective knowledge management can provide real business impact (Kogut and Zander, quoted in Nag and Gioia, 2012).

All knowledge can be classified according to its complexity along a continuum from explicit to tacit (Michael Polanyi, 1966). Explicit knowledge is knowledge that is articulated in formal language such as sentences, software program codes, drawings, and equations. Tacit knowledge is personal knowledge embedded in individual experience and involving such intangible factors as personal beliefs, perspective, instinct and values.

Organizations need to adopt a more strategic approach to managing knowledge workers as superior performance is linked to tacit knowledge, the retention of employees who possess this knowledge and the ability to continuously harvest their knowledge and expertise (Kiessling and Harvey, 2006).

Knowledge workers can be classified into two types, according to Maruta, Rikio (2012); depending of the type they act in different ways as is showed in the next table. The table separates these two types according their characteristics and their point of view of knowledge.

Table 1. Types of knowledge workers

TYPE-1 KNOWLEDGE WORKERS	TYPE-2 KNOWLEDGE WORKERS
They believe that knowledge is acquired through learning and exerts himself to acquire it by activating his insight for comprehension.	They have ample experience with creating or re-creating knowledge in addition to learned knowledge.
They are generally highly motivated to study and acquire the latest information and knowledge.	
They accomplish their daily assignments promptly and smartly and show well thought-out opinions on issues.	Whenever, facing a situation where existing knowledge is not sufficient to solve an issue, they naturally try to find a resolution using their own thinking.
They tend to think that their past learning was not sufficient to handle the situation and unsuccessfully seek new knowledge more and more.	

Maruta, Rikio 2012

Since most organizations are operated by Type-1 knowledge workers, Type-2 knowledge workers may have difficulty proving themselves in such an environment. While knowledgeable Type-1 workers can lead discussions intelligently, independent thinking Type-2 workers tend to be slow to react.

According to Demarest (1997), the degree to which knowledge management is beneficial to an organization depends on the following six factors:

- Management culture pertaining to the value and purpose of knowledge.
- How knowledge is created, transferred, and used in the company.
- The benefits expected to come about from knowledge management.
- The existing level of knowledge management systems at the company.
- The methods used to institute knowledge management.
- The level to which information technology will be applied within the knowledge management system.

If management encourages continuous learning and the acquisition of new skills and knowledge, the organizational configuration and form of management will be essential in endowing the organization with more valuable knowledge assets. To do this, firms

must be efficient in developing an organizational environment, guidelines and processes aimed at securing, developing and retaining knowledge and talent (Dickenson and Blundell, 2000; Lord and Ranft, 2000; Chiva et al. 2007). The concepts of knowledge management are integrally linked with organizational learning, and both play a role in the operation or establishment of a learning organization.

4. Organizational learning implication in talent management

Organizational learning is a process whereby knowledge is amplified from the individual to the whole organization through teams (Nonaka and Takeuchi 1995; Crossan et al. 1999). Successfully institutionalized knowledge should be able to survive the rotation of single individuals and especially of those highly talented (Swan et al. 1999; Newell, Bresnen, Edelman, Scarborough and Swan 2006).

Organizational learning is a dynamic process creating knowledge and transferring it where it is needed and used (Kane & Alavi, 2007). These occur overtime and across levels, but it also creates tension between assimilating new learning and exploiting or using what has already been learned (Crossan 1999).

Regarding the relationship between individual knowledge creation and organizational learning there is potential for a better integration of relevant theories and research. Organizational knowledge creation theory has long grappled with the analysis of individual and organizational knowledge creation and the relationship between them (Minbaeva, Mäkaelä & Rabbiosi, 2012).

Organizational learning is a process whereby the organization enhances its capacity to act (Huber, 1991); the capacity to act, in turn presupposes knowledge which when growing presents new options. It is one of the strong empirical regularities observed in the life of institutions. Simply stated, organizational learning refers to the increase in productivity that is observed as firms gain experience in production (Huberman, 1997). So, Organizational learning is grounded in individual learning but dependent on the merging of formal education with experience in the group settings (Hyland and Matlay, 1997)

To sum, organizational learning is defined as organizations where people continually expand their capacity to create the results they truly desire, where new and expansive

patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together (Senge, 1992). Using organizational learning practices is a good way to improve the probability of success of talent management.

Kostova (1999) argues that organizational learning can be considered to be institutionalized when practices that encode organizational knowledge and competencies: are shared broadly in the organization, are accepted without question by organization members, have the strong approval of organization members, have symbolic and normative meaning for organizational members, and are sufficiently familiar that they achieve a "taken for granted" status.

As learning processes reinforce the need of constant adaptation and evolution we believe that it is reasonable to expect that organizational learning will promote the firm's values, the acceptance of new ideas, and the adoption of new processes, products and services (Rhee et al., 2010). A learning orientation fosters the firm's innovativeness including the willingness to encourage and support innovation among its employees (Hult, Hurley & Knight, 2004).

According to literature review, there are five essential facilitating factors for organizational learning:

- Experimentation. Involves trying out new ideas, being curious about how things work, or carrying out changes in work processes. Experimentation is the most heavily supported dimension of organizational learning (Hedberg, 1981; Nevis et al., 1995; Tannembaum, 1997).
- Risk taking. Some authors consider that environments which assume risk-taking and accept mistakes make easy organizational learning (March, 1991; Sitkin, 1992).
- Interaction with the external environment. External factors as competitors, economic or social systems, for example; play an important role in learning since the organization tries to evolve (Bapuji and Crossan, 2004)
- Dialogue. Ostwick et al. (2000) claim that authentic dialogue fosters organizational learning because it creates plural perceptions.
- Participative decision making. Several authors consider this as one of the most important facilitating factors for organizational learning (Bapuji and Crossan, 2004; Nevis et al., 1995; Goh and Richards, 1997). Implementing participative decision

making benefits the organization from the motivational effects of increased employee involvement, job satisfaction and organizational commitment.

Organizational learning occurs when individuals' knowledge is transferred through social interactions, to different groups of individuals and from these it is incorporated into a collective level by means of a shared understanding (Day, 1994; Koffman & Senge, 1993), thus constructing a common knowledge.

5. How teamwork helps talent management?

Teamwork might be one of the most important ways to stay adaptable to organizations, in order to be competitive, must organize as much as possible around teams (Peters, T., 1989). Teams are a crucial organizational element that acts as a nexus between the single individual and the whole organization, so a constant and on-going flow of comprehensive learning processes can be enhanced throughout the organization, from individuals, to groups, and up to the whole organization (Crossan et al., 1999; Bontis et al., 2002).

The talent does not reside within each single individual, but rather in groups of talented individuals. A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable (Katzenbach & Smith, 1993). Groups of talented individuals are not necessarily the most effective teams, maybe not even teams at all but more collections of uncoordinated individuals (Iles 2008).

The role of the small number of individuals who occupy pivotal network positions and who are disproportionately influential in coordinating knowledge flows have been given far less attention (Whelan et al. 2010). A team needs to be united; all members have to be convinced that they are united in a common effort (Peters, T., 1989).

Any team needs to be well connected with other teams, and knowledge needs to be exchanged between teams; a collective organizational vision is hence developed, so that everybody Works for the common organizational goals (Newell et al., 2004).

Teamwork design should be carefully tackled, since flexible organizations increasingly rely on all kinds of teams as the axes of learning processes (Nonaka and Takeuchi,

1995); and, according to Twomey and Kleiner (1996), there are some keys to design a successful team:

- Define a goal for the team.
- Control the amount of time spent members of the team together.
- The team can only achieve high goals if all members participate and express their varying opinions.

Different aspects clearly associated with teamwork have been closely linked of relevant knowledge management and organizational learning frameworks (Nonaka and Takeuchi 1995).

Researchers to enhance understanding of teams could start from the premise that they permeate organizations, determine their effectiveness to some extent and affect the lives of the people involved (Goodman et al., 1987). A number of studies provide some empirical support for the generally positive effects of teamwork, for instance, Hamilton et al. (2003) that found that the adoption of teams at the plant level improved worker productivity even after taking into account the selection of high-ability workers into teams.

Recent empirical research shows that most firms have implemented cross-functional teams for the majority of new product development projects undertaken (Hong et al., 2005). Moreover, the effectiveness of product development is contingent upon the integration of different specialized capabilities, strong functional groups, large numbers of people and multiple pressures (Perry-smith and Vincent, 2008; Nellore and Balachandra, 2001).

One of the primary benefits of working in teams is that, as a unit, the team is more likely to have access to the necessary information and expertise to solve problems (Williams and O'Reilly, 1998)

Literature in the area of innovation has suggested that performance can be affected by two sets of factors: the characteristics of the team and the contextual influence of the team (Sethy, 2000; Lynn and Akgün, 2001)

Regarding team characteristics it focuses on team vision because as Brown and Eisenhardt (1995) state, although this aspect of the team is considered critical, their understanding of exactly what team vision is and its link with product development

performance is very weak. Team vision refers to the existence of a common background, a clear set of goals, priorities, trade-offs and a good understanding of the overall goals of the firm and of the project itself.

Team or group context reflects influences or contingences stemming from the team environment (Doolen et al., 2003). Danneels (2002) suggests that the importance of innovation in competition depend on its capacity to influence the firm's existing resources, and categorized product developments based on whether the required capabilities already existed in the firm.

We will focus our study on team vision factors because these factors are which we will analyse in the organization of this study.

The first of these factors is the common background of all members of the team. Tang (1998), states that effective innovation in new products relies on inputs from different functions and that for innovation to cross the domain from the individual to the team domain; it needs the right mix of individuals from a variety of functional areas. According to these, the knowledge necessary for product development is usually codified and structured differently in the various functional areas (Carlile, 2002; Madhavan and Grover, 1998).

While this type of team has great potential, it is one of the most difficult types of team to manage successfully; functional background differences are the key source of task conflict that can undermine group functioning (Pelled et al., 1999; DeDreu and Weingart, 2003). Greater diversity in the functional background of team members is linked to a higher number of innovations the group proposes (Bantel and Jackson, 1989; Milliken and Martins, 1996), but the cross functional team has been noted as having difficulties in reconciling ideas and moving from wildly different perspectives towards consensus (Dougherty, 1992).

The second factor that we are going to study is having a clear set of goals. Organization must create a clear image of what product development is trying to do and provide direction to its members. It has been demonstrated that goals are associated with enhanced performance and strategy development at both individual and team levels (Locke and Lathan, 1990).

Individuals from various functional areas often have different ideas about how to develop the product, without effective team vision these individuals generally pull the

project in different directions and thereby affect the performance of the new product (Sethy, 2000). Benedetto (2000) describes vision in terms of team direction, goals and objectives. Team vision is seen as a shared purpose and plan of action that clarifies mission, strategic fit and sets of project targets and priorities that are consistent with the firm's internal capabilities and the market place realities (Clark and Wheelwright, 1993).

Creating a clear vision requires excellent communication, unambiguous definitions and a deep understanding of project goals (Cooper and Slagmulder, 1999).

The third factor is strategic fit, it refers to the alignment between the projects and goals of the targets and the company's strategies. Strategic fit has been showed to be related to team performance and new product development efforts (Shum and Lin, 2007).

Product developments that have a high degree of strategic fit tend to receive quicker top management support and get easier access to internal resources (Hong, 2000). If there aren't strategic fit, the product development team will be confused and question the direction of the project development.

The last of the four factors in we will focus teamwork is trade-off. Trade-off refers to the capacity to which the relative priority of the goal of each project is clear. As more firms engage in time-based competition, defining, communicating and understanding the trade-offs between cost, quality and time become more critical (Hong, 2000).

High time pressure creates a need for cognitive closure and can make it difficult for team members to develop a common understanding about the product (Karau and Kelly, 1992).

In addition, having clear trade-offs reduces confusion about what product development members have to do and subjectivity in operational decisions. Furthermore, understanding the trade-offs also build team cohesion which is generally viewed as a desirable quality of high-performing teams (Perry-smith and Vincent, 2008).

When cooperation and shared knowledge exist, the members of product development get work done quickly, reduce cost and also reduce design and engineering hours; they have general sense of creativity, productivity and timely conflict resolution as well as effective decision implementation and communication (Hong et al., 2004).

6. Methodology

This study consists of a revision and an investigation about talent management in organizations.

At the first part we can find an empirical review of different theories about talent management and some concepts very related to it, which are knowledge management, organizational learning and teamwork.

The second part consists of an analysis about a company to check if they have implemented talent management in the firm and to suggest ideas to improve the level of talent management in the company. The company we will study is "Cuatroochenta" and we will focus on several factors of talent management, organizational learning, knowledge management and, specially, teamwork to analyze profoundly these aspects in the organization.

The information that I have used to the study comes from the university's database of articles and investigations and from a research of some authors who are specialised of different concepts.

To analyse the organization I have been in touch with their employees. I have done some in-depth interviews with them and several consults through email and face-to-face. Moreover, I have used as secondary sources the own web from Soluciones Cuatroochenta and another webs of news from the company.

According to Yin (1994) by accessing participants' and the observers' lived experiences and reflections on events, and triangulating these accounts with documentary evidence from different sources, single case studies allow researchers to investigate in depth and detail the dynamics of a complex social process over time. This is the reason of having two parts in the case study, using information from members of the firm and study in detail the literature about the theme. Both, the activity and the information about the company are corroborated by improvements in the company and one of the examples is a notice in which they emphasize in the progresses of Soluciones Cuatroochenta; the notice is recognition of their activity in Latam as being an innovative company.

Soluciones Cuatroochenta is the organization which is analyzed in the study. Soluciones Cuatroochenta is a firm that works making mobile and computer applications. These kinds of organizations need being actualized in technology and having talented employees who like this area. To improve the results of the company they have to keep working to innovate with their products. Soluciones Cuatroochenta have talented employees and I will analyse if they have implemented talent management in the firm, specially, using teamwork as a base.

7. Soluciones Cuatroochenta

7.1. Talent management

Soluciones Cuatroochenta is a young technology company, I think they have implemented talent management because they need to innovate continuously and they need talented employees, too. If they have talented employees but the context in the company is not favourable, they could not take profit about the talent of employees and improve it. These is the reason because I have chose Soluciones Cuatroochenta to analyse in the study.

In the company, they need to have a creative context to get innovative ideas to apply in their products; this is the way in which the company can obtain better products than their competence. One of the examples of their use of creative ideas in their products is a mobile phone application by which people can control their house temperature regulating the heating despite of where they are.

To know if the company Soluciones Cuatroochenta really have talent management implemented we have some general factors in which we will focus to make the analysis.

How I have said before, according to Preece and Iles (2009) teams, shared values culture, leadership and social networking considerations are essential elements that favour talent management.

In Soluciones Cuatroochenta employees work making projects in teams, so there are teams in the company and the first of the factors is fulfilled. All employees in the company work in groups; they have groups to make projects, they organize meetings of different groups weekly to speak and share experiences about what they want, the

objectives of the company are by teams and generals based in company objectives. Soluciones Cuatroochenta tries to reach a general team (which is the company) composed by teams of employees that changes without problems because all employees can fit in all teams.

A shared values culture is a culture in which knowledge and values are shared through all the company, in our study's company we can find these in team activities, because employees in teams have to share their opinions, values and culture with the others and the company, and vice versa. Moreover, when Soluciones Cuatroochenta needs more employees, an external company makes the selection process using as guideline the company culture to get people that fits in values and culture of the organization.

The kind of leadership that Soluciones Cuatroochenta has is a participative leadership, employees choose if they want to be in a team or they prefer to be members of another team and their projects depending on their preferences and interests. Directives of Soluciones Cuatroochenta don't have office, all the members of the company work in the same place, they have offices that they can use to meetings or to work in teams, but normally all the employees of the company, in despite of their position, share the same office. There is no difference between positions in the organizations' hierarchy, as employees explained; the only difference between leaders and the other employees is that leaders give support to individual employees and teams every time they need these.

Finally, social networking considerations are in the company through internet and social network, we have to take in account that Soluciones Cuatroochenta is a technological firm and they use their own applications to work. In the company, they take profit of their structure, employees have total flexibility in their schedules, and the company offers them the possibility of work where they prefer through special formats if they can't be in the office. They use these special formats normally to work when they are away on a trip, for example; using these social networking helps the company to offer to its employees more confidence and freedom to work.

To analyse more profoundly talent management in Soluciones Cuatroochenta, we will take in account the talent management wheel which Günter K.Stahl et al. (2012) purpose. This wheel underlines six principles that have to be in a company to make possible the talent management.

The first principle is alignment with strategy; strategic flexibility is important and organizations must be able to adapt to changing business conditions to revamp their talent approach when is necessary. Soluciones Cuatroochenta offers several courses of formation to its employees, by this method they achieve that employees always are formed about how to use new work tools. Whenever the company wants to change something, leadership inform all employees and ask their opinion, and then employees are trained by courses and the assessment of leadership.

The second of the six principles is the internal consistency, this refers to the way the company's talent management practices fit with each other. In Soluciones Cuatroochenta the basic line to follow is teamwork, talent management is developed giving very importance to work in teams. They have internal consistency in the company because all the practices of talent management are focused on teams, so practices have to fit with each other to don't confuse employees. One example are meetings of employees where employees share their knowledge and their culture and values, sharing their values, culture and knowledge is a practice for all the company; but they implemented it by teams which are changed continuously and the results are even better, because it have more effect to employees.

Cultural embeddedness is the third principle; it refers to culture of the company as a competitive advantage of the firm. Many successful companies consider their corporate culture as a source of sustainable competitive advantage and they make deliberate efforts to integrate their stated core values and business principles into talent management processes. Soluciones Cuatroochenta integrates culture and values of the company in employees since they start to work in the company. The process starts when an external company recruits and select new employees to the firm, Soluciones Cuatroochenta gives them some personal characteristics that the company wants that new employees have; these characteristics are confidence, curiosity, humility, positivism, entrepreneurial spirit and being a proactive person. It continues when new employees start at the company, because they have some months of formation by the company and in this period one of employees of the company helps them as a mentor and helps them to adapt to the company and culture and values.

The fourth participle of the wheel is the management involvement, that is referred to that talent management involves all the process in the company. Seniors leaders need to be involved in the talent management process and make recruitment, succession planning, leadership development and retention of key employees as their priorities.

Soluciones Cuatroochenta applies talent management practices along the management process; as is explained at the previous paragraph, when they recruit new employees they integrate them in the company working with them and giving them formation about the culture, values and the own company. Succession planning in Soluciones Cuatroochenta is a process that is not so regularised because is a young company and they haven't much hierarchy, although they need more employees as the company growths and is in this moment when by internal promotion change the position of some employees. Leadership is developed as the other employees, they have continuous formation and they share their knowledge with them and the others. In Soluciones Cuatroochenta, retention of talented employees is basic because they form them and create relationships with them to create a long-term relationship and to feel included in the company in an easy way.

The fifth principle is the balance of global and local needs; this term is referred to the external environment of the company. While locally adapted approaches create opportunities for diverse talent pools, they limit a company's ability to build on its global learning in hiring, assessing, developing and retaining top global talent. Soluciones Cuatroochenta is a company that is adapted for its environment, working in teams creates opportunities to the company and they take profit of this fact. Each team works in a project, but looking the company, in the company different projects are being developed at the same time, it allows the company for launch several products in a little period of time. In the case of this company, teams don't limit the ability of the company, is quite the opposite, working in teams favours the company making easier the application of talent management practices.

The last of the six principles is the employer branding through differentiation, is focused on how the company attracts talent employees thinking in the value that provide talent employees to a company. Attracting talent means marketing the corporation to people who will fulfil its talent requirements. Soluciones Cuatroochenta is not very focused on this principle because is an external company who recruits people according the company criteria. However, the company puts in its website all news of their products and their work and people who are interested in the company can contact with it by internet or by phone. Moreover, the company is located at Jaume I University and students of careers related of technology can know them by professors, by projects or by colleagues that have known the company.

About talent management we can only make a general analysis because is a general and abstract concept. Despite of the factors proposed by Preece and Iles (2009), as we have previously explained Vaiman and Vance (2008) say that organizations' talent management policies should be aimed at maximizing the value created by talent, especially by means of its contribution to optimizing organizational learning processes and by developing knowledge assets. So, organizational learning process and knowledge management are two important factors in talent management too. These two factors are very general because they cover many concepts and topics, so we will dedicate a section for each of them to analyse Soluciones Cuatroochenta more deeply.

7.2. Knowledge management

According to Vance and Vaiman (2008), effective knowledge management depends on effective management of the organizational talent who possess key knowledge, in terms of talent recruitment, training, performance management, succession planning, and knowledge sharing. So, we can study knowledge management based on management of talent recruitment, talent training, performance management, succession planning and knowledge sharing.

In Soluciones Cuatroochenta, as they explained to me in an interview, the talent recruitment is made by an external consultancy firm of human resources. Employees are recruited by this consultancy firm and selected by both, the consultancy firm and Soluciones Cuatroochenta.

Actions to talent training in the company are focused on motivation practices, employees explain that they can suggest which objectives they want to achieve in the projects. Moreover, all projects in Soluciones Cuatroochenta are challenging, they have two reasons to these, the company wants to improve and employees train their knowledge and talent making some difficult activities because they realise that they can make it.

Performance management refers to the leadership of the company, how they make their work and how they manage the other employees. According to one of the interviews with one of the employees of Soluciones Cuatroochenta, he said to me that all the members of the company work as a general team because they share the same office and directives don't have their own offices, they are always at the same office than the others and it causes proximity and confidence between hierarchical positions too. As the employee said to me: "A person, who is not an employee of the company,

when comes to the company could not know how to difference a normal employee than a direction member or including than a student internship". Performance management in Soluciones Cuatroochenta is based in offer support if it is necessary to develop the maximum potential of each employee and defining objectives to teams that helps to achieve the goals of the company, by this method all activities in the company are in the same direction. What is more, leadership of Soluciones Cuatroochenta, offers to all members of the company the possibility of having total flexible timetables, and methods to work being not at the company (travelling or at home, for example); so they try to help their employees to find a balance between their work life and private life.

Succession planning in this company is possible but don't usual, be promoted in a young company with low hierarchy is difficult. However, the leadership positions are filled by internal promotion, is designed to make that people could grow up professionally inside of the company at the same time that the company grows up too.

To share knowledge into the firm, Soluciones Cuatroochenta takes advantage of teamwork. The fact of making multidisciplinary teams is an advantage to share different knowledge, each one of the members of teams have knowledge about different areas than the others members. When the team are in a project, everybody explain their opinions from their point of view which is based in their individual knowledge, when they put it in common, all members of the team improve their knowledge using the information from the others.

Regarding the literature study, another fact that affects knowledge management in organizations is the type of knowledge workers that are in the company. As Maruta, Rikio (2012) there are two types of knowledge workers:

The first type that Maruta analyses consists of people who think that knowledge is acquired through learning and exerts himself to acquire it by activating his insight for comprehension. They also think that their past learning was not sufficient to handle the situation and unsuccessfully seek new knowledge. This kind of people are people how are highly motivated to study and acquire the latest information and knowledge, since they don't consider that their formation is enough. They usually accomplish their assignments promptly and smartly and show well thought-out opinions on issues, because they don't question their goals and they entrust the request of leadership.

The second type of employees that Maruta identifies is constituted by people who values experience more than knowledge. They think that knowledge is important but

they can improve it through experience and not only studying more. They have ample experience with creating or re-creating knowledge in addition to learned knowledge. Whenever, facing a situation where existing knowledge is not sufficient to solve an issue, they naturally try to find a resolution using their own thinking. This people usually are people with some personal characteristics as proactivity, confidence and curiosity about its tasks and they are able to learn of their experience in their work and of problems that they have had and how they have solved them.

In the next graph differences of types of knowledge workers are more appreciable because is a visual representation of their different points of view of knowledge.

Graph 2. Types of knowledge workers
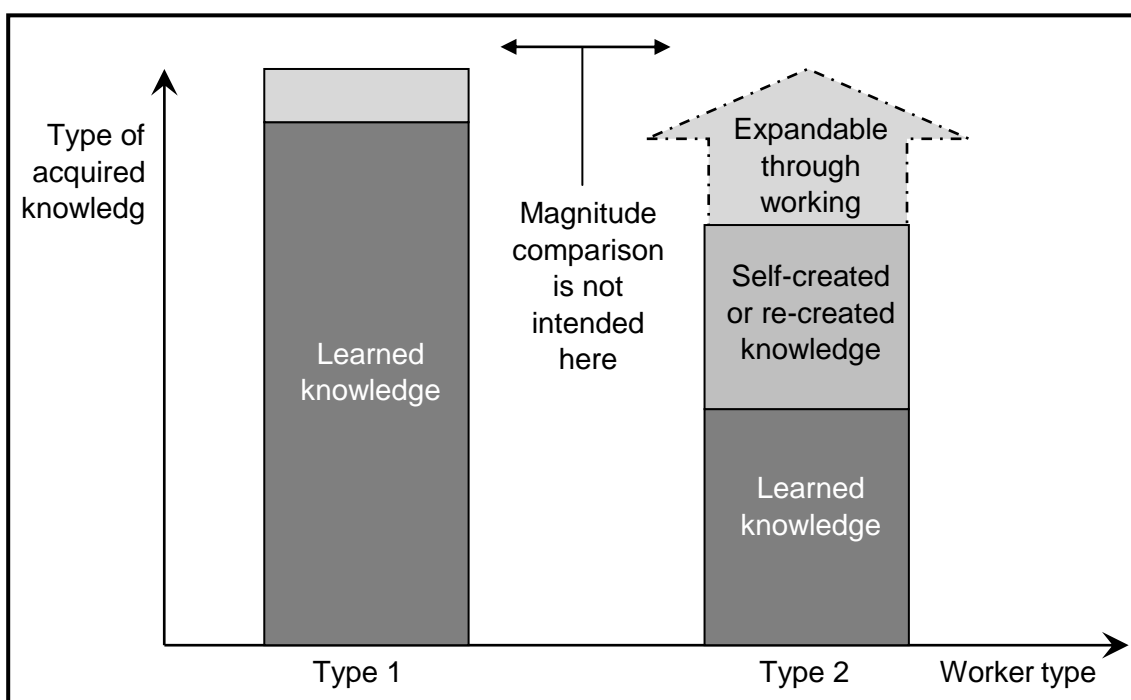
Maruta, Rikio 2012

In Soluciones Cuatroochenta we can found employees of both types, they give importance to knowledge and learning and a proof is the fact that all employees have higher education, although the company don't demand previous work experience because they invest in formation programs.

Moreover, they give more importance to curious profiles than to formation and experience. As employees of Soluciones Cuatroochenta explained to me, the most important characteristics of their members are proactivity, entrepreneurship, positivism, curiosity, confidence and humility.

According to Maruta, Rikio (2012) since most organizations are operated by Type-1 knowledge workers, Type-2 knowledge workers may have difficulty proving themselves in such an environment. While knowledgeable Type-1 workers can lead discussions intelligently, independent thinking Type-2 workers tend to be slow to react. Soluciones Cuatroochenta mixed workers of the two types and they work without problems because they have, more or less, the same values.

7.3. Organizational learning

Organizational learning is defined by Senge (1992) as organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to learn together.

To analyze if Soluciones Cuatroochenta have organizational learning in the company, we will study, as I have said before, the five essential facilitating factors for organizational learning that are explained at the previous research of organizational learning.

The first factor is experimentation, as employees of Soluciones Cuatroochenta explained to me; both, the company and employees are constantly informed about technology which is their area. They can suggest the changes that they want to try in the company, and if the other employees agree they can carry out changes that they want.

Risk taking is the second of the five factors that we will study, this factor is most important in the sector of Soluciones Cuatroochenta. They are a technology company and they have to be prepared to assume risk taking in several different environments. Soluciones Cuatroochenta works in different platforms, computers, mobile phones, tablets, etc. This fact makes them more flexible to make changes in their applications because they can focus them to a different platform. What is more, they need to work in different platforms to develop their products and continue progressing.

Soluciones Cuatroochenta takes in account its interaction with the external environment. In one of our interviews they explained that one time a week, they make meetings and they speak about external factors like the economical crisis or the political news, this helps them to be prepared for the external environment and the risk taking. An example of the interaction of the company with its external environment is

one of their latest products which is made by Soluciones Cuatroochenta to a special festival which was celebrated near Castellón, where the company have the office.

The fourth factor is dialogue, as I have explained before, in Soluciones Cuatroochenta, employees have dialogue with each others because they make teams to work in their projects and teams never are composed by the same members, they change to improve the relationships of employees and they are in touch in the reunions too.

The last factor is participative decision making, which several authors consider as the most important factors for organizational learning. In Soluciones Cuatroochenta, decision making is made taking in account the opinions of employees, for these, they make individual interviews about teamwork and their job satisfaction. Moreover, all of the opinions from the reunions are considered in decision making too.

7.4. Teamwork

Like we have seen previously, work in teams is one of the most important factors of talent management and the other two concepts that affect talent management too, which are knowledge management and organizational learning. Nonaka and Takeuchi (1995) say that different aspects clearly associated with teamwork have been closely linked of relevant knowledge management and organizational learning frameworks, and in the study is corroborated because the majority of factors that helps to existence of talent management, organizational learning and knowledge management are in the company by activities done by teams.

According to Sethy (2000) and Lynn and Akgün (2001), literature in the area of innovation has suggested that performance can be affected by two sets of factors: the characteristics of the team and the contextual influence of the team.

Team characteristics refer to how is the team and its members, their personal and professional characteristics.

The common background of members of the team is one of the characteristics to which I'm referring. Employees, individually, each one has their own life and their personal problems and happiness; the background has to make everybody feeling as the same position than the others in the team, it is important to get a group which is working as a whole. Soluciones Cuatroochenta raise awareness about the importance of this characteristic to the company, one of the measures to create the common background

to their employees is the fact of share the office. Sharing the office with all employees makes them feeling at the same conditions than the other employees. The option that they have about choosing teams and projects, both, which they prefer; cause that members of a team will be motivated in the project and all members will make all they could to benefit the project.

Having a common background is even more important if teams are composed of people specialized in diverse disciplines. Multidisciplinary teams are the most recommended type of teams to innovative companies; as is explained at the empirical research, greater diversity in the functional background of team members is linked to a higher number of innovations the group purposes (Bantel and Jackson, 1989; Milliken and Martins, 1996). According to interviews with employees of Soluciones Cuatroochenta, teams in the company are multidisciplinary. They take profit about the background created in the firm and relations that are created through employees by their interaction. Having multidisciplinary teams boost the company to innovate, because teams have several points of view when they are developing a project. Moreover, teams composed by people of different specializations gives to the company the guarantee of the quality of the product in which they have been working; the firm can be sure about the control of costs, creativity, proper functioning, marketing campaign, among other factors.

Having a clear set of goals in the company is very important to have teams and individual employees going ahead with the firm's strategy. Goals have to be developed in team and individual levels, both. Goals clarify the company's mission and plan the strategy to follow; for employees is easier to have a set of goals than trying to follow the strategy without them, because they can be confused about the strategy. In Soluciones Cuatroochenta, leadership assigns some individual goals to benefit generally the company, and other goals to teams to achieve the project. How I have explained previously, employees can propose more clear goals to teams and if leadership considers them correct, they can have those goals. Leadership of Soluciones Cuatroochenta support employees always they need it aligning goals with company strategies, undoing wrongs perceptions.

To achieve that employees could understand clearly their goals and develop them correctly, in company have to be an excellent communication. According to Cooper and Slagmulder (1999), creating a clear vision requires excellent communication, unambiguous definitions and a deep understanding of project goals. Soluciones

Cuatroochenta have a group of internal communication which is in charge of communication between teams, its responsibility is to solve misunderstandings if they exist in the company. Communication between teams is very important but communication inside teams is important too. Teams' communication is based on their continuous meetings; the fact of making projects by teams produces a growth in communication in the firm.

Strategic fit is the characteristic of teamwork which is responsible for the alignment between team goals and the company strategy. Regarding what is explained previously, Hong (2000) says that product developments that have a high degree of strategic fit tend to receive quicker top management support and get easier access to internal resources. In the case of Soluciones Cuatroochenta, goals are considered by leadership after employees had made their suggestions; leadership has the task of align goals with the company strategy. In the company is leadership who is in charge of strategic fit and the coordination of projects and teams. When a team wants to develop more their product that what was planed, they have to consult the idea with leadership to get best possible results to the company by benefits of the project.

Goals of the company have to have their relative priority; employees have to know which goals are more essentials for development of the project and which not. Trade-off is referred to the capacity of the company to give priority for some goals of each project and making it clearly. As I have explained before, leadership of Soluciones Cuatroochenta works to make their messages clears and very explicits about what they need of a project, the time that team have to develop the project, their cost limits and other important factors that employees need to know about projects. Is a task of the team how to organize them to achieve all goals of the project and to create an innovative and successful project, which is what the company need to continue its growing.

Reminding one of the sentences of Tom Peters (1989) that we have mentioned before; a team needs to be united, all members have to be convinced that they are united in a common effort. A team have to work as an individual employee having knowledge of several employees. To achieve this method, the essential characteristic of the team have to be the cooperation of its members to work together. In the task of recruiting employees, Soluciones Cuatroochenta, selects people who are generous, unselfish, humble, proactive, creative and hard-working. These personal characteristics allow the company to reduce their possibility of be unsuccessful in performance of teams;

employees usually are persons that are prepared to adapt to different environments and to work with people with different personalities. Having an excellent communication, what is mentioned before, is a good aid to facilitate cooperation in and between teams; when communication exists, when a team needs assistance of others, can ask to help for them without problems because they have sufficient confidence to do it. Communication is important to cooperate inside of the team too, because if some of members are not sure about something of their work, they can ask each others to get a solution together.

According to Newell et al. (2004) any team needs to be well connected with other teams and knowledge needs to be exchanged between teams, a collective organizational vision is developed, so that everybody works for the common organizational goals. This author connects what we have explained before with the necessity of share knowledge as an important characteristic of teams and its form of doing their tasks. In Soluciones Cuatroochenta knowledge between teams is shared through cooperation and communication. In one of the interviews employees explained to me that the group of internal communication favours sharing knowledge between teams. Knowledge is shared inside teams too, how is explained previously, when a team is working in a project, all members share their different knowledge to benefit the project.

The second set of factors is contextual influence of the team which refers to how context can affect to the company and teams, what makes the company to don't be affected by external factors.

External environment affects the context of the team because affect the company, and every factor that affects the company, affects teams too. Teams can be affected by world changes, new political measures, and including the news of everyday. In Soluciones Cuatroochenta, their strategy to confront environment is being well informed about external environment; once a week, employees of the company are divided in groups and make meetings where they speak about external environment; in this meetings they speak about their personal problems, about the latest news of the world and about what can affect their work. In these meetings, all members of the group contribute with their personal opinion and all together research a solution to problems. The groups are not always statics; every time that they make a meeting they change members to improve communication through all employees.

Soluciones Cuatroochenta, because is an innovation company, can be affected by technological advances. The type of the company is an important factor that they have to consider to anticipate changes in the area of technology. The meetings, which are explained at the paragraph before this, are the most important activity to being informed about technological changes. In meetings one of the issues about they speak and discuss is technological news, anyone can contribute with new ideas to apply in projects to continue innovating. Moreover, characteristics of employees boost the company in this aspect because they are proactive, curious and usually young people. People with these characteristics are normally up to date about innovations in their speciality, and when they work in the company by teams, they share their knowledge and this information arrives to the firm.

Leadership affects the context of the team because is who makes teams and control their work. In the case of Soluciones Cuatroochenta, leadership works as a team like the others in the company, they offers necessary support to teams every time that they need it. This way of working of leadership, helps teams to work in their projects and feel comfortable and sure of their actions. Leadership are not controlling work of employees, but they ask them about if they need assessment or about if they have doubts about how to achieve their goals, for example. Leadership of Soluciones Cuatroochenta tries to be conceived as other employees of the company, and they don't want to affect in teams if they don't demand it.

Location of the company is in the context of the company and, because of this, is in the context of teams too. Soluciones Cuatroochenta is located in Espaitec II in the Jaume I University, the fact of being located inside of a university benefit the company in some aspects. The company has an agreement with Espaitec, where the company commits in several aspects with Espaitec and Espaitec offers them an office with less cost than outside the university. Having the office in an office building where there are more companies, makes easier to them getting a relationship with employees of other companies or between companies. One example of relationship between companies that have done Soluciones Cuatroochenta with Pay No Pain which is at the same office building is one alliance that they have done to develop a product in Latin America.

Working inside the university makes easier to be well-known by young people which can be their clients. What is more, people in university are studying and company can search new candidates to employees in an easier way. So, the location of Soluciones Cuatroochenta could favour the company and employees how we have seen, but they

don't use to take profit about their location to recruit new employees. Teams can be affected by relationships between employees of other companies, but it can be positively because they can improve their knowledge of the other companies, or their external environment, for example.

As we have seen in the analysis, contextual influence of the team is an important issue that companies always have to take in account, but when there are teams, they have to analyse the context to have an idea about how context can affect them.

8. Results and discussion

How has been demonstrated during the analysis of the company, Soluciones Cuatroochenta is a company where talent management is implemented. Organizational learning and knowledge management are two factors that are closely related to talent management, usually when in a company are both talent management is implemented. In this company we have seen by experiences of employees and their knowledge about the company that there are organizational learning and knowledge management. Moreover, teamwork is one of the factors that are important for the existence of knowledge management, organizational learning or talent management in a company; and Soluciones Cuatroochenta is organized by teams, so we have giving very importance to this term analyzing it profoundly. Talent management is the principal issue of the study because is the principal objective of doing it.

Although in the analysis of the company we have seen that all factors are accomplished by the company and taken in account, there are some factors in which they can insist by their practices to improve the level of talent management in the company.

The first of proposals to improve the talent management in the company is evaluating improvements in talent and knowledge of employees. This practice can be useful to the firm to control if employees are improving their talent and knowledge or at least retaining it. If in Soluciones Cuatroochenta is applied this practice, leadership can know when they have to implement more practices to improve talent, knowledge and organizational learning or when they have to change something about working in the company.

Secondly, having reward and recognition programs to best projects would cause more effort of employees in their projects. Having both monetary and non monetary incentives usually produces more implication of employees because they work to earn a salary but if the company offers them the option of being rewarded with an extra salary or with a trip, they can choose and work to obtain both or which they prefer. If employees are motivated by their incentives, they will continue working but giving their all to achieve making a better project than the others. So, at the end of the period the company would select the top projects and give to developers a non monetary incentive; remembering that they also have monetary incentives by achieving their goals.

Another suggestion to improve talent management level in Soluciones Cuatroochenta is changing some of formation activities whose are individuals, to groups formation; the best in this case would be making groups with people specialized in the same area. Changing the way of creating groups to form employees could be a good way to improve relationship by employees that are specialized in the same area, because they usually are in different teams and they not work in teams together. This measure would improve the communication through employees in the company and favour knowledge sharing, because employees specialized in the same area normally have same points of view and interests; and these employees don't have many opportunities to share experiences while they are in the company.

According to the sixth principle of the talent management wheel, which is explained before, a suggestion could be giving attention of this principle because they don't take it in account. Soluciones Cuatroochenta could take profit about its location to attract talented students of the university to work when they finish their studies. They could continue making recruitment by an external company, but there would be more people interested in work with them in their company. Is important become aware of the company is an innovation company and they need people who is up-to-date in technology, and normally young people with recent degrees would fit better in the company by these aspects.

The last suggestion is creating a method to get feedback of clients about their products and their satisfaction with the company to know how to improve the quality of their products. Up to now employees of Soluciones Cuatroochenta develop their projects as best as they can, but clients could give importance to characteristics in products that team which performs the product don't conceive as important characteristics.

Moreover, having feedback gives information to employees that they haven't before; this process could create more knowledge to employees and improve organizational learning because employees would learn together of their experience as a group.

For the moment, Soluciones Cuatroochenta is in success working as is explained along the analysis of their practices. As their employees said, their results are improving year by year with a rhythm of 90% of improvement since 2011. This fact demonstrates that being a company which gives value to talent management and applies it working by teams, in this case, lead to the top Soluciones Cuatroochenta improving their results as time passes.

9. Conclusion

This study has carried out a review of literature, having analyzed the concept of talent management and its implementation, giving importance to factors which affects practices of talent management in a company. The principal objective of the study was taken a close look to talent management concept and analyzes its implementation in a company, checking how they put in practice this type of management. When talent management was being analyzed, several times was close related with organizational learning and knowledge management; so, it was decided to analyze both concepts to differentiate them correctly and investigate how they affect to talent management.

After investigate talent management, organizational learning and knowledge management; according to objectives, it has been done a review of one of the most important practices of talent management which is teamwork.

When the empirical review has been ended, and following objectives of the study, the practical case study was the next point to take in account; Soluciones Cuatroochenta has been analyzed in depth to detect the use of talent management practices. After this analysis, knowledge management and organizational learning are analyzed in the company, too; and finally, teamwork in the company is analyzed profoundly as the most important practice of talent management in the company.

This study contributes to society to have a research of most important factors of talent management, knowledge management, organizational learning and teamwork. In the study all this concepts are clearly explained with their application in a company to be

easy to understand. The review has been done using information of a large number of authors, so there are a lot of points of view about each one of the concepts. Moreover, the study offers suggestions about which talent management practices Soluciones Cuatroochenta could include in the company.

In the theoretical part is showed that teamwork is one of the most important factors of talent management, organizational learning and knowledge management; this fact can suggest that teamwork could be the basic factor which permits implementation of these concepts in a company. At the analysis of practices in the company, I have realised that it can be true because the majority of factors of talent management, organizational learning and knowledge management are reached by team practices in Soluciones Cuatroochenta.

One conclusion of the study after doing it is that talent management is easier to implement satisfactorily if there are working teams in the company. According to the company of the study, one of the practices have more results if people are grouped by teams than if people work individually, because having teams people share their knowledge and their feelings to the others easily and they create relationships and improve the company's communication while employees are working by teams. The study highlights the importance of working as a teams because emphasise its benefits for the company.

It has been several limitations doing the study; a profound research requires a lot of information and the access to its information is difficult. Moreover, a more detailed study could give more value to the investigation because it could contribute giving more information of issues that there are studied. The last one limitation is that results of the study can't be applied to all companies because in the study only one company is analyzed and, how is explained along the study, there are lots of factors that can affect the company.

To conclude, the study contains an investigation of talent management and concretely talent management applied when people work as teams using the company Soluciones Cuatroochenta to test its effects in the company.

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