

Business management practices for inclusive and sustainable development

Diversity talent management

Abstract

According to academics and practitioners, the “war for talent” still remains ([Tatoglu, Glaister & Demirbag, 2016](#)). Organizations recognize the interest to have the best people in intense competition, putting in place processes to attend this aim according to the Chartered Institute of Personnel and Development (CIPD, 2015). On top of that, the changing environment of organizations (Hornstein, 2015), internationalization of business activities (Tarique & Schuler, 2010), the increased demand for certification (EN 9100, 2010) and the advances in technology, only increase this observation. Talent shortages are leading large and medium companies to seek any kind of talent outside the box (Meyers & van Woerkom, 2014), people with new skills able to respond to the flexibility and agility required (CIPD, 2015) as individual from diverse backgrounds (Al Ariss et al. 2014) in terms of workforce diversity, difference based on gender, nationality, age, disability and ethnic group for example (Klarsfeld, Ng & Tatli, 2012; Klarsfeld et al. 2014). Fifty percent of more than 500 organizations are recruiting from a much wider geography and an increasing proportion is actively trying to attract talent of all ages and backgrounds (CIPD, 2015, p. 32). Diversity seems to have an important implication in talent shortage and we will see how talent management practices links to diversity could inform broader policy, particularly in France with the sociocultural context. We try to analyze how individuals from diverse background can have access to talents positions and responds to the strategic business goals with respect to equity, beyond the expecting economic value, but by a consideration of human and societal values. Our contribution is to lay the foundations for future research while encouraging government to manage diversity strategically by considering a multilevel, multi-value approach in a talent-management perceptive.