

Doctoral Colloquium

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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 by Talent Management practices (TM). TM refers to “the systematic utilization of human resource management (HRM) activities to attract, identify, develop, and retain individuals who are considered to be talented” ([Meyers & van Woerkom, 2014](#)). Despite a large progress in the definition and conceptual boundaries of the field, a lack of empirical knowledge still remains, particularly in the contextualization of TM practices. The interest of our research is to respond to the call for understanding TM from an inclusive, more balanced approach ([Thunissen et al. 2013](#)) that takes into account the importance of diversity at the national/international, institutional and sector, organizational and individual levels ([Tatli, Vassilopoulou & Özbilgin, 2013](#); [Al Ariss, Cascio & Jaauwe, 2014](#)) in which it operates, as diversity policies in France. We try to analyze the role of diversity in France in TM practices, 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. The question involves to link two areas of research in HRM that don't necessarily discuss together ([Kulkarnia & Scullion, 2015](#)). An uncharted territory that we will attempt to shed light by a qualitative research through semi-structured interviews. Also, our contribution is to lay the foundations for future research while encouraging organization to manage diversity strategically by considering a multilevel, multi-value approach in a talent-management perceptive.