TALENT MANAGEMENT IN ORGANIZATION ACCORDING TO THE BUDDHIST PRINCIPLES.

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บทคัดย่อ

การบริหารจัดการคนเก่ง ถือเป็นกระบวนการที่ใช้เป็นเครื่องมือในการพัฒนาองค์การ เกิดจากมีแนวคิดหลักในการให้ความสำคัญต่อกลุ่มคนที่มีความสำคัญในการสร้างผลการปฏิบัติงาน ที่ดีและสร้างเสริมความก้าวหน้าให้แก่องค์การ ซึ่งเป็นกลุ่มบุคคลที่มีอยู่เป็นจำนวนน้อยในองค์การ เป็นการเตรียมความพร้อมเพื่อรับการเปลี่ยนแปลง สร้างความได้เปรียบในการแข่งขันอย่างต่อเนื่อง และสร้างความเติบโตอย่างยั่งยืน ซึ่งเป็นเรื่องที่แต่ละองค์การจะต้องออกแบบให้เหมาะสมกับ องค์การของตนเอง ไม่มีสูตรสำเร็จ เป็นกระบวนการในการบริหารทรัพยากรมนุษย์โดยการ วิเคราะห์และวางแผนมีความสอดคล้องกันในการหาแหล่งที่มา การกลั่นกรอง การคัดเลือก การ นำมาใช้ การพัฒนา และการทำให้คงอยู่ ของทรัพยากรมนุษย์ที่มีศักยภาพสูงและสามารถทำงานได้ มีประสิทธิภาพสูงสุด อย่างไรก็ตามแนวทางการบริหารคนเก่งสามารถดำเนินการตามหลักการได้ ดังนี้ การระบุคนเก่ง การฝึกอบรมและพัฒนาคนเก่ง การจ่ายค่าตอบแทน การให้รางวัลคนเก่งและ การรักษาคนเก่งตามลำดับ

คำสำคัญ : คนเก่ง,องค์กร,บริหารจัดการ

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ABSTRACTS

Talent Management can be regarded as a tool for development of organizations derived from main concept to pay great attention for group of people who are important in creating a good performance and enhance advancement of organization. This is small number of organizations to prepare for change, create advantage in the competition continuously and create sustainable growth that is each organization must be designed to suit their own organization and no formula (One-size could not fit all. It is just a process of human resource management by analyzing and planning to be consistent in finding source, screen, selection, application, development, and retention with great potential and work most effectively. Therefore, approaches for talent management are as followings: identification, training and development, compensation and Reward, and retention talent respectively.

Keywords: Talent, organization, management.

1. INTRODUCTION

In an organization there are a number of personnel who have good performance different from others. These groups of people are considered as talents of the organization. This is the personnel with a very good level of knowledge and skills being able to operate effectively, solve problems on their own, and be creative in working with high performance and potential. There are not many in each organization compared to the whole organization. It is the heart of the organization or new ideas in operation of the organization.

However, organizations still want these people to stay within the organization to strengthen their organization. As a result, there is competition for talent between organizations, also called the War of Talent. If the organization lost a good man, it results in the loss of both competent and highly skilled personnel and also the loss of expertise and knowledge in the work that is attached to the person. For this reason, organizations have begun to focus on managing talent in
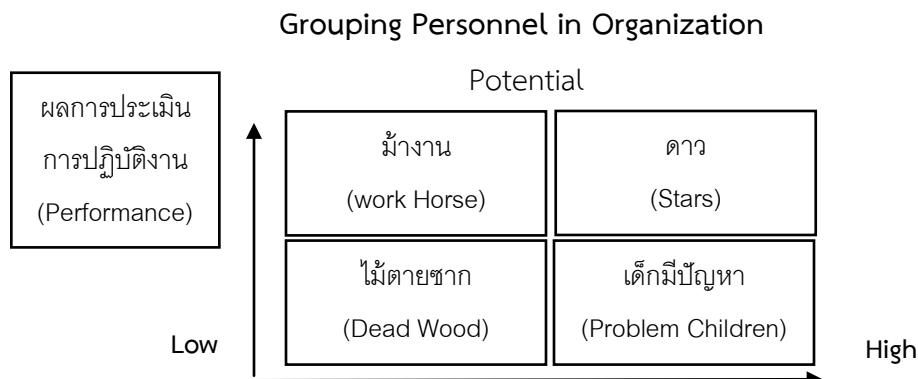
order to make the organization benefit from a limited number of talented people and can maintain these talents in the organization. They can also attract good people from outside to join the organization. Accordingly, talent management has played an important role in managing this matter so far.

2. TALENT MANAGEMENT

Talent Management demonstrates the importance of people who contribute to the organization's good performance and advancement, and to prepare for change and create competitive advantage. The 4 steps of management system are as follows:

1. Identification Talent

To identify who is a good person of the organization, it is necessary to assess personnel in the organization, who is the best person to be maintained in the organization. To identify the good of the organization must start with determining organization's goal; what is the ultimate goal of the organization? Then the goals of the organization must be transformed into the goals of each segment. Transforming the organization's goals into the goals of the division will help to align the goals of the division and to respond effectively to the goals of organization; when it clearly defines what are the organization's and division's goals?, it will be possible to define and identify qualities and attributes of talented people as required by each department and organization. This will allow the qualities and attributes of the talented people to be aligned with the real needs of the division and the organization. The qualities and attributes of talented people, both in terms of competence, knowledge and skill set in this way, it helps the organization to meet the needs and the ability to achieve the goals of department and organization. Generally, personnel in organizations can be grouped into groups to be able to manage each group appropriately as follows:

Grouping Personnel in Organization

Potential

ผลการประเมิน การปฏิบัติงาน (Performance)	ม้างาน (work Horse)	ดาว (Stars)
	ไม้ตายซาก (Dead Wood)	เด็กมีปัญหา (Problem Children)

Low   High

Source : (Odiorne,2000 sited in Thitiporn Compookham,2004 : 1-5)

1. Stars: employees with high potential and performance. The organization must develop and maintain this group of employees or encourage them to work with great potential.

2. Work Horses: employees with low potential, but high performance. The organization must develop to find a way to raise their capacity or potential. This will be beneficial to the organization in the long run.

3. Problem Children: employees a high potential, but low performance. This group of employees depends on care of the organization, a good care or good work can encourage this group; if not, this may lead to low potential and low performance for this group of employees.

4. Dead Wood: employees with low potential and low performance to move to another responsible job that is not important or find a suitable job or if it is not developed, may be issued or dismissed.

2. Training and Development Talents

Berger & Berger (Berger, A.L and Berger, 2004: 297) stated that method to train and develop the talent consists of 10 categories:

1. Coaching is regarded as a strategy for personnel development, due to a talent needs coaches, trainers, and mentors to succeed in coaching and guiding

to succeed in the job. The role of instructor or counselor may come from many people in the organization according to each role in work.

2. Job Rotation becomes useful to add new experiences and help personnel get new knowledge from different sectors in organization. Talent can learn new jobs and work quickly and have a high level of learning new work, and organization must carefully consider that the competence of each individual is appropriate, so that organization must define learning objectives and drive to have a mentor to help guide in work.

3. Task Force Assignment is in need to develop new functionalities for searching future career.

4. Internal Education and Training is to create a training curriculum that is consistent with competencies that the organization needs.

5. Executive Programs and External Course Work focus on training through the use of universities' educational curriculum consisting of the executive education program with not long duration of study, and spend studying time during holidays. So that organization can send executives to study at those universities.

6. Guided Reading is the nature of self-learning. The talents will spend their free time to read and learn more books as guided by organization.

7. Teaching as Learning is to appoint talent to teach. The talent being instructor will have to be of knowledgeable in the subject as well.

8. Extracurricular Activity is a special activity to develop the talent that can be a community or social activity, such as joining a community activity group to return benefits to the community that creates an image for the organization.

9. E-Learning is to learn by means of Web-based learning, which can access resources anywhere and anytime.

3. Compensation and Rewarding Talent

Compensation and reward to personnel including the talent of the organization. It is the role and the duty of organization to reward the personnel and

talented people who create work and value of the organization. Therefore, consideration of compensation and reward to the talent should be designed with a difference and fair, and it can create more value for organization than the other personnel.

4. Retention Talent

To keep talents in the organization to stay with the organization as long as the organization needs is a challenging and difficult task for the organization in order to maximize the efficiency and effectiveness of management. The key to keep talent in the organization is to understand what motivates those people so that there are important ways to treat the talent with the organization.

3. THE BUDDHIST PRINCIPLES FOR TALENT MANAGEMENT

In matter of fact, human capital being talent and good is in which organization, and the organization itself has a good strategy. It is certain that the organization is successful in every stage of competition. And in Buddhism, there is a system of reward and punishment being comparable to use of milord in present day, who do good, should be praised, and who do wrong, should be punished as the Pali that "Nigganhe niggārahaṃ pagganhe paggārahaṃ - to suppress person should be suppressed, to praise the person should be praised." (khu.jā. (Pālī) 27/2442/531)

In addition, the Buddhism has described that human beings need to live together and rely on one another. Additionally, to be together in society often leads to comments that do not match leading to conflict in the future, so it is necessary to have rules or basic principles for people in the society and to be fair and bring prosperity to society. In this connection, the principle of 4 Sangahavatthus (objects of sympathy) are considered as one of the principles that help coordinate masses to live together happily. And talent is one of many people in organization that we need to stay with our organization for as long as possible. In the Tipitaka, the 4 Sangahavatthus (D.III.152,232; A.II.32,248; A.IV.218,363.) have been

regarded as Dhamma for social solidarity and retain in organization consisting of 4 categories as follows:

1. Dāna – giving (generosity): A good manager must have a generous mind, give to colleagues and subordinates, giving them a helping hand that can bring friendship as the Buddha said that "Dado ganthati mittāni - Giving brings friendship." Dana can be divided into 3 categories as follows:

A. Āmisadāna refers to supply of goods to colleagues and subordinates, especially to keep in mind when he is down or suffering as the English proverb, "True friends are companions who help in times of trouble."

B. Vidyādāna stands for Dhammadāna means to give advice or teach the correct way including the development of personnel or sent to study and go for field trip.

C. Abhayadāna means forgiveness when working errors or abusive to each other. Forgiveness does not make the giver lose, but cheap investment with high return that is friendship in return. There is a Chinese proverb that says "500 friends are too small, 1 enemy is still too many." And also Abraham Lincoln said, "The best way to destroy enemy is to convert enemy into friend, so that having known to do that only when we know forgiveness.

2. Piyavācā refers to the negotiation of words that are beloved, captivating to each other, which is polite words because the spoken word, if it is not polite, not as pleasant as pleasant, it is probably a verbal statement of others. Hence, it is suitable to apply sati (mindfulness) to control mind and speech all time, so that all speech will be polite and suitable; even if sometimes it would be tired from work, but mindfulness is to control all speech. So every speech or expression must always be mindful.

3. Atthacariyā stands for good deeds being beneficial to others, means that the person is unselfish, caring, and helping other people's affairs, know how to do benefit for others or society as appropriate for status and opportunities, not be selfish when people or society face sufferings.

4. Samānattatā stands for even and equal treatment; it is a good behavior for others consistently. When life is progressing or better, do not hold or act pride with relatives or friends being of a good relationship with each other. It is good practice to always respect one another like before; so that it can be said that this principle supports friendship, the others are friendly to each other as well. (Phra Bhawanawisutthikhun, 2012)

4. CONCLUSION

Accordingly, talent management has been regarded as a tool for development of organizations derived from main concept to pay great attention for group of people who are important in creating a good performance and enhance advancement of organization. This is small number of organizations to prepare for change, create advantage in the competition continuously and create sustainable growth that is each organization must be designed to suit their own organization and no formula. It is just a process of human resource management by analyzing and planning to be consistent in finding source, screen, selection, application, development, and retention with great potential and work most effectively by applying talent management to develop organization. In applying talent management in organization, the highest manager needs to participate and support seriously, have method to identify and develop talent effectively, and communicate all personnel effectively in order to realize, accept tool of organization development and other ability, as well as be able to supportively work together to produce great result for organization. However, the organization must still have a system to develop personnel to work effectively and effectively with others and enable to be talent in the future. In addition, organizations must create or promote values or organizational cultures that support talent management, have developed a complete knowledge: capabilities, potential and moral as well as ethic in order to get a leader with complete leadership, both the "talent" and the "good" in the future.

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