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## From Exclusive to Inclusive A Systematic Review of Hybrid Talent Management Systems

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### ABSTRACT

The concept of talent management has generated substantial debate in the human resource management literature, particularly regarding the question of who should be considered as "talent". Two competing perspectives exist: the exclusionary approach, which views talent as a limited elite group of high-performing or high-potential workers, and the inclusive individual approach, which assumes that all employees possess talents that can be developed. This study aims to mediate these perspectives through a narrative literature review focusing on influential and highly cited scientific publications, and offering new insights that serve as theoretical foundations for researchers over a period of five years or more. The findings demonstrate a clear shift in the current literature toward a hybrid talent management model that integrates inclusive development systems with strategic differentiation mechanisms. Rather than viewing talent as a fixed attribute, contemporary studies increasingly conceptualize talent as dynamic, context-dependent, and developable. This review reaffirms the hybrid approach to defining talent, which is considered more contextual, balanced, productive, and ethical. It is hoped that the results of this study will free talent management researchers from the trap of the exclusionary-inclusive dichotomy that persists today.

**Keywords:** Talent Management, Inclusive Talent Approach, Exclusive Talent Approach, Hybrid Talent Systems.

### ABSTRAK

Konsep manajemen talenta telah menimbulkan perdebatan substansial dalam literatur manajemen sumber daya manusia, khususnya mengenai pertanyaan siapa yang seharusnya dianggap berbakat. Terdapat dua perspektif yang bersaing: pendekatan eksklusif, yang memandang talenta sebagai kelompok elit terbatas yang terdiri dari pekerja berkinerja tinggi atau berpotensi tinggi, dan pendekatan individual inklusif, yang mengasumsikan bahwa semua karyawan memiliki talenta yang dapat dikembangkan. Studi ini bertujuan untuk menengahi perspektif-perspektif ini melalui tinjauan literatur naratif yang berfokus pada publikasi ilmiah yang berpengaruh dan banyak dikutip, serta menawarkan wawasan baru yang menginformasikan landasan teoritis para peneliti selama periode lima tahun atau lebih. Temuan menunjukkan pergeseran yang jelas dalam literatur saat ini menuju model manajemen talenta hibrida yang mengintegrasikan sistem pengembangan inklusif dengan mekanisme diferensiasi strategis. Alih-alih memandang talenta sebagai atribut tetap, studi kontemporer semakin mengkonseptualisasikan talenta sebagai sesuatu yang dinamis, bergantung pada konteks, dan dapat dikembangkan. Tinjauan ini menegaskan kembali pendekatan hibrida terhadap definisi talenta, yang dianggap lebih kontekstual, seimbang,

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*produktif, dan etis. Diharapkan hasil studi ini dapat membebaskan para peneliti manajemen talenta dari jebakan dikotomi eksklusif-inklusif yang masih ada hingga saat ini.*

**Kata Kunci:** *Manajemen Talenta, Pendekatan Talenta Inklusif, Pendekatan Talenta Eksklusif, Sistem Talenta Hibrida.*

## INTRODUCTION

Talent management has evolved from a human resources practice into a strategic domain concerned with an organization's competitive advantage. While the literature on talent management has grown rapidly, the very concept of "talent" itself remains ambiguous and contested. This is crucial because it directly relates to the allocation of resources for HR management in the implementation of talent management strategies.

This study is crucial, especially because it addresses human resources, which are valued as talents and thus receive resources and opportunities for self-development. Some studies promote an exclusive approach as best practice, while inclusive approaches criticize it as elitist and unsustainable (Tansley, 2011). Meanwhile, the inclusive approach has been criticized as being a waste of human resources (Meyers & van Woerkom, 2014).

Recent studies have begun to acknowledge the limitations of both inclusive and exclusive approaches when fully implemented. Many experts are starting to consider a more moderate approach, namely the hybrid model approach (Gallardo-Gallardo et al., 2020). This shift marks an important paradigm shift from viewing talent as a static trait within an individual to understanding talent as a dynamic capacity influenced by context, roles, and organizational systems (Caligiuri et al., 2024).

Although many researchers have emphasized that the talent debate is only caused by the problem of inconsistent definitions of talent (Vardi & Collings, 2023) and there are also researchers who offer a contextual approach (Gallardo-Gallardo et al., 2020). Unfortunately, many researchers are still trapped in the dichotomy of the debate between inclusive and exclusive talents (Kaliannan et al., 2023; O'Connor & Crowley-Henry, 2019). This is where a study is needed to close this gap by explaining the development of the global definition of talent. This study will encourage talent management experts to more accurately describe talent.

The idea of a hybrid model frequently appears in various studies, no literature review has attempted to map the evolution of approaches to defining talent. Yet, mapping the evolution of talent definitions is crucial for understanding the differences between these definitions, their underlying principles, and predicting their future evolution. Therefore, the primary objective of this study is to uncover the development of talent definitions from their earliest to their most recent, in order to gain a deeper understanding of the concept. This in-depth understanding is expected to provide conceptual clarity regarding the definition of "talent" for researchers interested in conducting talent management research. Defining talent accurately is crucial for corporate organizations because it directly impacts the company's talent management policies. Accurately defining talent will enable organizations to

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manage their talent resources effectively and efficiently, which in turn will impact organizational performance (Santoso et al., 2024).

## METHODS

This study will use the Literature Review approach as a descriptive basis, because Literature Review is defined as an approach that can provide information regarding the current state of knowledge on certain questions (Rousseau et al., 2008). Literature study will start from research questions (Booth et al., 2016). The research questions in this paper include: (a) How has the conceptual evolution of talent been in various academic literatures? (b) What are the arguments supporting and criticizing each type of talent concept? (c) What is the most appropriate approach based on the literature review? And (d) What research gaps are still open in talent management studies?

This study uses a narrative review approach, commonly known as a traditional literature review, which is typically used to summarize, interpret, and conceptually synthesize existing research. Unlike systematic reviews, narrative reviews do not necessarily follow standard protocols for literature search and selection, allowing for greater flexibility in theory development and thematic synthesis. This method was chosen because it is able to emphasize the development of a coherent scientific narrative such as the evolution of concepts, theoretical debates or mapping of thinking in a field (Baumeister & Leary, 1997). This method is also able to provide an overview of a topic, integrate theories, and build a broader conceptual understanding (Green et al., 2006; Snyder, 2019). The library data sources used in this study were Google Scholar and ScienceDirect. These electronic databases were chosen because they offer fast and reliable access to the required articles and are freely accessible. Only articles relevant to the research question and with conceptual clarity will be analyzed in this article. Furthermore, articles must meet the minimum criteria for being indexed by Copernicus and SCOPUS.

## RESULTS AND DISCUSSION

The results of the literature research show that the evolution of the definition of talent goes through six stages, namely; (a) Trait-Based stage, (b) Performance-Oriented, (c) Potential-Oriented, (d) Inclusive Talent Perspective, (e) Contextual & Dynamic Talent and (f) Hybrid & Ecosystem-Based Talent. From the literature study process, each of these stages will be explained as follows:

### *Trait Period (1950 – 1990)*

In this period, the definition of talent was influenced by psychologists from the field of psychology in defining talent. The most influential figure in psychology is Lewis Terman (1877 – 1956) whose initiative is a longitudinal study of children with high Intelligence Quotient or IQs in the Genetic Genius Study (Sears, 1957). Lewis Terman's view is strengthened by the opinion of Raymond B. Cattell (1905-1998) who emphasized that talent is influenced by cognitive capacity (Cattell, 1971). This makes the main focus at this time is the effort to identify talented people through IQ measurement techniques.

Some experts have criticized the idea of IQ as a single measure. One such expert is Howard Gardner, who argues that intelligence is multidimensional (Gardner, 2011). This idea will later become a conceptual bridge towards more open and inclusive talents.

The concept of talent offered by this approach is considered too rigid, focusing on potential and not enough on the end result of organizational performance. Numerous studies have been conducted to measure the validity of IQ as a single standard for successful corporate executives. They found that many of these executives have average IQs, but they possess several other intelligences that contribute to successful corporate leadership. One of these is emotional intelligence (EQ), popularized by Daniel Goleman. (Goleman, 1996). The popularity of EQ has driven the popularity of other intelligence measures such as the Adversity Quotient popularized by Paul G. Stoltz. (Stoltz, 1997).

### ***Performance Orientation Period (1990 – 2005)***

During this period, experts focused on defining talent based on the performance of human resources, including superior performance and superior work results within an organization. Jay Barney viewed high-value resources (including human talent) as the basis for competitive advantage based on RBV theory (Barney, 1991). This view was developed by David Ulrich by encouraging the orientation that talent is value creation for the company (Ulrich, 1997). John P. Campbell modeled the problem of performance prediction in industrial and organizational psychology which became the basis for measuring job performance as an indicator of talent (Campbell, 1990). After that, the researchers from McKinsey & Company published a phenomenal article that encouraged companies to compete for talent (Chambers et al., 1998).

The main criticism of the concept of talent as a high performer is that it is trapped in short-term assessments, underestimates the potential of human resources in the future, and focuses on competing for a small number of high-performing human resources. Jeffrey Pfeffer later criticized and emphasized that the battle for talent is very dangerous, and company policies are better directed to focus on developing human resources through culture and improving management practices rather than wasting resources to compete for talent from other companies (Pfeffer, 2001).

### ***Potential Ability Period (2005 – 2010)***

In this period, talents are seen as someone who is able to quickly learn, adapt, lead change and is ready to fill key positions in the company. Boudreau & Ramstad emphasize that talents must be seen from the strategic implications in the future through their efforts to link decision-making science with performance effects, which emphasizes that talents must be seen from the strategic contribution (Boudreau & Ramstad, 2005). Cappelli further emphasized the importance of talent pipeline and forecasting, indirectly criticizing the overly narrow, exclusive approach (Cappelli, 2008).

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Unfortunately, this approach has been criticized for its often subjective nature, biased assessments, the risk of exclusivity, and the potential for self-fulfilling prophecies. The ideas that emerged during this period marked a transition toward a more inclusive approach to talent. Later, the definition of talent began to be reexamined, one of which was conducted by Tansley, who began to clarify the ambiguity of the definition and shift the definition from exclusive to more inclusive (Tansley, 2011).

### ***Inclusive Period (2010 - 2015)***

During this period, all human resources were considered potential talents with unique potential and the potential to be developed. This period began when researchers criticized the overly exclusive nature of old talent management systems, such as those implemented by Cappelli, who offered a talent development system and pipeline. This prompted a reexamination of the definition of talent, as demonstrated by Tansley (Tansley, 2011) and the separation of two types of talent definitions by Gallardo-Gallardo, Dries & González-Cruz (Gallardo-Gallardo et al., 2013). This definition is also highlighted and ethically legitimized compared to the previous definition (Swales, 2013).

This definition of the concept has been criticized for being resource-intensive, as it encourages all human resources to receive equal development opportunities. Furthermore, this approach is considered too rigid and emphasizes ethical attitudes and fairness toward human resources over organizational performance.

### ***Dynamic Period (2015 - 2020)***

In this period, talent was viewed as a dynamic trait. A human resource could perform highly within one organizational context and decline in another. The organization's role in shaping the work environment and systems, including the type, role, culture, context, and career phase of the human resource, was crucial. Talent could develop, change, and improve along with opportunities and the organizational learning environment. This view emphasized the need for talent management practitioners to view talent from a situational perspective (Meyers & van Woerkom, 2014), global context (Collings et al., 2015) and organizational conditions (Gallardo-Gallardo et al., 2020).

The implication is that talent evaluation must be temporal and selective. Furthermore, companies must create a flexible talent ecosystem and workforce differentiation. However, the proposed system is highly operationally complex, requiring the creation of both a talent system and ecosystem. This approach is difficult to implement and even unsuitable for new, growing organizations that lack a mature HR management system. Furthermore, this approach is unfortunately still trapped by a binary model of exclusivity and inclusivity, which forces companies to strive to be ethical and fair to all employees by creating a talent ecosystem for all.

### ***Hybrid Period (2020 - Now)***

In this period, the definition of talent has become detached from the debate between elite individuals (exclusive) and all potential employees (inclusive). Talent management is

positioned not to seek talented human resources but rather to design digital environments, social environments, and organizational structures that generate valuable creations from the interactions of individuals, systems, and ecosystems (Gallardo-Gallardo et al., 2020).

This hybrid model attempts to create a foundation for an inclusive system by providing basic development resources for all human resources, but additional investment is provided in strategic areas to ensure the long-term sustainability of the organization (Kravariti et al., 2023). Talent management systems are understood as part of an ecosystem involving internal organizations, labor markets, educational institutions, digital platforms and global professional networks (Caligiuri et al., 2024).

Organizations do not own talent but manage talent flows, talent partnerships and boundaryless careers (Zhang & Liu, 2022). This ecosystem can be formed thanks to the support of digitalization and AI in the talent system which enables the process of people analytics, AI-based talent identification, digital learning ecosystems, platform-based work (Santoso et al., 2024, 2025). This system is seen as fairer, supports differences, is inclusive, ensures employee welfare and is sustainable because it encourages a proactive attitude from employees (Meyers, 2020).

### *Further Analysis*

Psychologists began researching talent using an empirical approach based on individual attributes, which became the initial definition of "talent," forming the Trait-Based Perspective. This initial thinking attracted the attention of business experts, who proposed the idea of competing for talent as a strategic resource for organizational performance, creating the Performance-Oriented/High-Performance period. This idea of competing for talent was criticized for focusing too much on existing talent, while in fact, there were potential human resources. This is where talent management experts began focusing on potential human resources, creating the Potential-Oriented/High-Potential period.

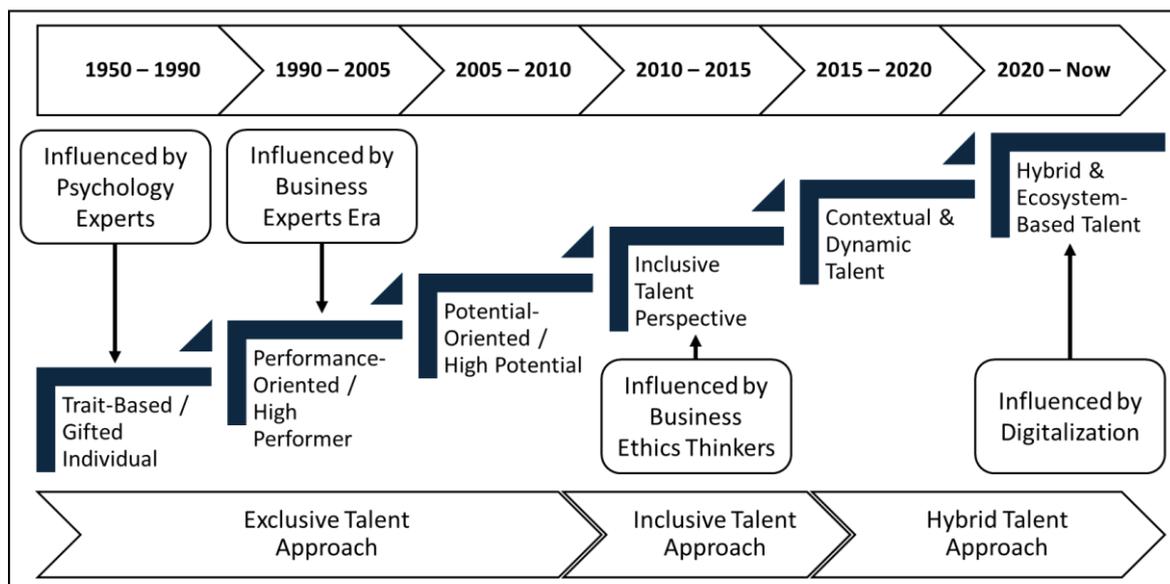
**Table : 1 Evolution of Talent Definition**

<b>Periode</b>	<b>Definisi Talenta</b>	<b>Pendekatan</b>
<b>1950-1990</b>	Trait-Based / Gifted Individual	Exclusive
<b>1990-2005</b>	Performance-Oriented / High Performer	Exclusive
<b>2005-2010</b>	Potential-Oriented / High Potential	Exclusive-Strate
<b>2010-2015</b>	Inclusive Talent Perspective	Inclusive
<b>2015-2020</b>	Contextual & Dynamic Talent	Mixed
<b>2020-now</b>	Hybrid & Ecosystem-Based Talent	Hybrid

Later, this approach by talent management practitioners was criticized for being unfair because it only focused resources on those deemed to have potential, creating the Inclusive Talent Perspective period. However, talent management experts realized that it was very difficult for companies to provide equal development opportunities to all human resources based on the principles of equality and fairness. This is because not all human resources have the same needs and career plans. Talent management experts and practitioners began to consider the dynamic allocation of human resource development resources by combining

exclusive and inclusive approaches. This thinking gave rise to the Contextual & Dynamic Talent era, which argues that all human resources should be given the opportunity to develop by providing basic training resources and equal opportunities. However, companies can selectively allocate more resources to those who demonstrate greater potential.

**Figure : 1 Evolution of Talent Definition**



The subsequent development of the definition of talent is influenced by digitalization. Talent management processes are aided by digitalization accelerated by AI and Data Analytics, offering a more open, equitable, efficient, and effective organizational learning system. Experts in the Hybrid & Ecosystem-Based Talent era have successfully broken free from the trap of exclusive and inclusive talent concepts by offering a hybrid approach focused on the talent ecosystem. This approach recognizes that talent is not simply an individual trait, but is created by a system involving the internal organization, the labor market, educational institutions, digital platforms, and global professional networks. This approach encourages individuals to maximize their potential while simultaneously improving organizational performance.

### ***Practical Implications And Further Research Agenda***

Based on the evolving definition of talent, several practical implications can be of concern to companies. First, companies should consider creating a collaborative ecosystem between universities and companies (startups) to create added value for both parties. Second, companies should create a system to anticipate project-based talent mobility. Third, companies should dynamically define talent as a result of a hybrid talent system full of dynamic segmentation. Fourth, companies need to consider AI- and Big Data-based digital transformation in talent management

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practices. Fourth, companies should consider practicing inclusive leadership by opening up potential opportunities for all human resources to develop and being fair but selective in selecting strategic organizational positions. Fifth, organizations should focus on the concept that talent is a renewable capability system, not a scarce elite resource.

However, hybrid talent management faces challenges primarily stemming from business digitalization. First, algorithmic bias in AI-based talent analytics can potentially provide inaccurate assessments of human resource conditions; second, a business environment that fosters discussions about the status of work in the gig/platform economy; third, the difficulty of managing talent flows across organizational (and even international) boundaries; and fourth, the need for stronger governance.

Further research agendas emerge from this literature review. First, this study is global in nature and limited to theoretical research, thus offering potential for further research to uncover hybrid talent management practices implemented in developing countries. Second, governance approaches to identifying AI-based talent are heavily influenced by the unique circumstances of each organization and the laws and practices of AI in each country. Third, how to create a talent ecosystem in the public sector and higher education. Fourth, how to integrate the talent management ecosystem between internal organizations, labor markets, educational institutions, digital platforms, and global professional networks.

## CONCLUSION

The evolving definition of talent demonstrates the ongoing debate among experts regarding the definition of talent, which can improve and maintain long-term performance and sustainability. However, it can be seen that the changing definition of talent does not necessarily imply a shift in the attribute of "talent" among HR personnel, but rather a shift in the company's perspective from "who is talented" to "how to create a dynamic work system for talent." Furthermore, there are numerous opportunities for further research based on this literature review, focusing on hybrid-based talent management practices, AI practices in talent management, and creating collaborations with various parties to implement a dynamic talent management environment.

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