

Global Talent Management in the Not-for-Profit Sector

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Abstract This chapter explores the issue of competencies and global talent management in an usual setting: not-for-profit organisations. Detailed examples from intergovernmental organisations (members of the United Nations family) and a non-governmental organisation (*Médecins Sans Frontières*) provide evidence for us to argue that these organisations have both special advantages and special problems in talent management. Their advantages include the levels of commitment to the mission and the focus on beneficiaries; their problems include the non-competitive salaries and the unwillingness to spend resources that could go to the beneficiaries on the staff. We outline the distinction between these organisations and the more commonly studied for-profit organisations and suggest learning that could take place between them.

1 Introduction

This chapter examines talent management (TM) in not-for-profit organisations (NFPs), with a focus on mission-driven organisations (see [1]). To begin, we first need to define what we mean by talent management and explain the characteristics of mission-driven organisations.

Talent management has become a widely used term among human resource management (HRM) practitioners, consulting firms and professional associations. There is, however, no consensus about the exact definition of the term [2]. Broadly speaking, there are ‘exclusive’ and ‘inclusive’ approaches [3]. The exclusive, or elitist, definition proposes that TM is a set of policies and practices aimed at