

## On the Principles of Talent Utilization

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### Abstract

Nearly no era was short of talents in the history, but the key point is how to discover, select and utilize talents, therefore scientific principles of talent utilization will set a correct direction and standard for the era. In accordance to the traditional Chinese talent utilization and the current situation, five basic principles should be noticed: Matching proper position for talents, appointing talents in their best period, optimizing the talent structure, simultaneously cultivating and utilizing talents and dynamic evaluating talents.

**Key words:** Talent; Utilization; Basic principle

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### INTRODUCTION

It is said that talents are the most important resources for science and technology progress and economic and social development and the key of success lies in properly utilizing talents. Talents utilization refers to process that aimed to complete practice, realize talents value and improve talents quality by creating external environment and conditions which are benefit for talents, following talents activity routines and establishing mechanism to stimulating their potentials and qualities. To achieve the

three aims mentioned above, we must follow specific requirement and principles.

### 1. MATCHING PROPER POSITION FOR TALENTS

The matching position means different jobs and positions for different talents according to their capability types and levels, matching the abilities with jobs.

Firstly, we should appoint people on their ability instead of their status. Though the idea oriented in the ancient China, it was rarely put into practice. Limited by the natural economy, dependency among people came into being in the federal society, resulting to strict feudal hierarchy. As the result, the main way of appointing people mainly relying on the affinities. Even when imperial examination system was applied, some talents selections were still based on the affinities with the officials. Therefore, it is necessary to break this affinity's effect on talent selection, inherit the thought of appointing people on talents and keep it all the way. Besides, the seniority and status are the force of habit in talent utilization and we are used to promote someone according to their age and seniority, especially in civil servant promotion and teacher title evaluation, which largely impedes the development of talents. As the result, we need to break the limit of status and seniority, set morality, knowledge, capacity and performance as the standard of talents, and give talents access to various fields.

Secondly, we should appoint people with different jobs according to their ability. The ability varies among different talents, so a position or a job for a talent is supposed to be different. Leaders and managers should correctly evaluate talent's capacity, analyze their quality and then arrange positions. Jack Welch, the President and CEO of General Electric Company, said,

if a C level talent is promoted to B level or higher, that must be wrong. Even if you have cultivated and trained him for a while, it is a waste of his time, so as yours. What you need to do is to appoint him a B level position and make sure he could do it well.

So the correct talent evaluation will make full use of a talent. The leader must have an overall viewpoint and strategy, and needn't to do everything by himself, giving the opportunity to talents to perform their own function.

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## 2. APPOINTING TALENTS IN THEIR BEST PERIOD

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Appointing talents in their best period will maximize their advantages. Brilliance could not be stored for a long period, so talent utilization has a time –bound. In the era that science, technology and knowledge develop rapidly, talents must face the enormous changes and development of the environment, enduring the tangible and intangible wastage. As the result, the effective time of a talent is much more urgent. Generally speaking, with the growth of age and working time, the physical and mental status of a talent, including physical strength, aggressiveness and cooperative ability will decrease. At the same time, his relatively laggard conception, knowledge and method will also devalue him. So during a talent's best period, leaders and managers should use them properly, provide them with access and condition and fully irritate their initiative. To achieve these goals, two aspects should be mentioned.

Firstly, appoint talents at their best ages. Though the best ages vary among different people, generally speaking, 20 to 40 is the vigorous time for the talents mentally and physically. The initiative work of talents has the character of infinite quantity in space-time, requiring heavy physical mental efforts. So leaders and manager should make a proper arrangement for the talents who are in the best ages, creating the maximum values during their golden time.

Secondly, appoint talents at their best knowledge period. Though a talent's value is related to his age, it is not the only determinant. It also relate to his knowledge, including concept and method. For example, some highly-gifted people show his talent in a young age, but some great minds take time to mature. So talent utilization should not depend on talent's age, but on their knowledge value. When they could keep up with the changing era in concept and method, has compatibility with the society, they should be put in a proper platform, creating much more benefit.

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## 3. OPTIMIZE THE TALENT STRUCTURE

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Structure optimization refers to in a talent group, the member's gender, age, character, capability should be

match and complement with each other, so that the whole team will maximize their benefit. The talent structure determines the talent function, influencing the integral level and service efficiency of the talent resources. The principle of structure optimality is based on the fact that talents have their own advantages and disadvantages. But for a long time, many managers pursue an ideally perfect performance, cavil talent's disadvantages and try to employ "flawless" people, result multiple talents are unable to fully expert in their own fields. "Seeking to be perfect" is an unscientific concept of talent utilization. It should be noticed that each individual is supposed to be in a group, and his disadvantage could be redeeming in the group.

From the perspective of materialistic dialectics, the structure changes are also able to cause qualitative change, so we should focus on optimize the structure. In the talent group, different combining method could lead to different benefit. Optimizing a talent structure could achieve the maximum talent function. The best talent group structure is composed of talents with different speciality, so they can learn from others' strong points to offset one's weakness, integrating a stable and effective group. This structure will coordinate and encourage members, achieving an effect of "1+1 > 2" and creating an ideal value. In the structure, the core talent plays a significant role in the stabilization and optimization of the talent structure and the realization of group value. The hierarchy of the talent structure requires rationally allocating of talents and elements according to the situation, giving full play to their function and selecting initiative person who has both ability and integrity as the core leader. This structure could unity all kinds of talents, coordinate their work and achieve the overall target.

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## 4. SIMULTANEOUSLY CULTIVATING AND UTILIZING TALENTS

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Simultaneously cultivating and utilizing talents will keep their vitality and potential. This principle is determined by the talent's characteristics. On the one hand, as the life cycle changes, talent's concept will be conservative with his experience. On the other hand, as the society develops, talents will not meet the micro demand of knowledge, technique structure and talent type from the employers. Therefore, talents need to be educated and cultivated all the time so as to make up their wastage and improve their value. Our ancestors already realized the significance of cultivating talents. It is recorded in *Mencius* that "all the talent we got need education and cultivation." So the talent utilization is not something done once and forever, and we need keep educate them. Only when their capability is continually updated and complemented, can they fully and stably make benefit.

The talent cultivation includes two aspects: First, keeping talents physical and mental health and offering them platform for their ability. Talent utilization aims to create both material wealth and spiritual wealth. During the process, as returns, we need to provide them proper material conditions and psychological conditions. For material conditions, we'd better help those who have difficulty in life and work and try to meet their demands, especially in housing, medical treatment, scientific research funds and office facilities. For psychological conditions, we could respect their labor, knowledge, talent and creation, to make a comfortable environment for them. Second, optimizing talent knowledge structure and keeping improving their values. Generally speaking, the talent utilization with cultivation, as time goes by, will devalue talents or cause intangible wastage because of their relatively laggard concepts, knowledge and methods. On this case, the employers have to recruit new talents to improve efficiency, which will cost much more than cultivating the existing talents, and also ruin the employer's reputation. As the result, employers, especially modern enterprises attach importance to staff regular training to update and optimize their knowledge structure and professional skills.

## 5. DYNAMIC EVALUATING TALENTS

Dynamic evaluation is the strategy that evaluates talents integrity and ability during the practice progress and makes proper adjustment. There are multiple discussions about talent evaluation in ancient time. Our ancestors did not only realize the significance of talent evaluation, but also put forward specific evaluating methods, most of which were static investigations. The ability of a talent is not fixed; instead, it changes with the time. So it requires leaders and managers to keep dynamic, evaluate talents with developing viewpoint, and make proper talent arrangements. The dynamic evaluation is benefit for correctly analyzing talent's mistake and fault, avoiding press or dismisses a talent because of a specific mistake. So the dynamic evaluation, on the one hand, elects the superior

and eliminates the inferior; on the other hand, enhances talents quality, maximizing their effectiveness.

The arrangement of talents doesn't mean the end of talent selection, and the following feedback is also required. The rationality of the arrangement should be tested in the practice. Besides, the developing environment also requires talents to enhance their capability. So according to the performance in the practice, for those who fails to adapt to the changed environment, we will intensify their ability and make adjustment to them. Only the continuous feedback regulation can optimize and enhance talent structure. The evaluation is not only a main contain of talent utilization, but also a basic way to discover and identify a talent and a main proof for rewards and punishments. The encouragement is the main impetus for talent development and clear reward and punishment are benefit for optimizing team structure and achieving group goals. So the reward and punishment should be based on the dynamic evaluation, instead of one or several investments. In order to keep the optimal state of the talent group, instead of the isolated, fixed and partial working method, we need a dynamic thinking method and continuously adjust our concept during the practice.

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