Capabilities of the Matrix Models and Their Applicability in Talent Management

Cezar Scarlat

Abstract

Besides classical bi-dimensional two-by-two models (as product-market matrix or people-process model), the paper discusses other two-by-two matrix models applicable in talent management – in order to identify their pattern, limits and traps, as well as to highlight their capabilities and investigation potential.

The basic two-by-two matrices might be further developed to three-by-three or, in general, m-by-n matrix models, which – in case of finer definition – might lead to interesting transition diagrams. New dimensions added to the model open avenues for future studies, as well.

The purpose of the paper is not to demonstrate the superiority of the matrix approach in assessing the talent management but to highlight the potential and capability of the matrix model *in exploring a large variety of processes, systems, and concepts (talent assessment and management included). The purpose of the paper is not to use the matrix approach as a faster decision maker tool either, but to use it* as a complementary means *to better understand processes and concepts (talent assessment and management included) in a systemic manner. Therefore, any number of people, companies or professional positions can be assessed.*

Traditionally, the quoted matrices are used to speed up decision-making regarding given human resource management cases. Thus, besides its use as a complementing method for better talent management, the matrix approach is a suitable instrument for entrepreneurs and small business owner-managers who do not have the necessary resources to acquire more sophisticated and costly methods and techniques for human capital assessment.

Overall, the conclusions of the study are positive – as several managerial implications are presented, applicable while managing talent. Tools are offered to scholars as well as practitioners – managers and entrepreneurs.

Key words: matrix model, talent management, bi-dimensional model, two-by-two matrix, multi-dimensional model, m-by-n matrix