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Talent Development: A Focus on Talent Enhancement

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Abstract:

The study explores the construct Talent Enhancement of tourism professionals who are certified with a Professional Tourism course. During the tenure of an employee, the organisation and the employee equally contribute towards the talent enhancement. If organisations have to create a sustainable and realistic employment in the industry they need to implement a policy of 'multiskilling' (Arora,2007) . It's debatable if multitasking also is a good option in this industry. A culturally diverse organisation also seeks employees who have an additional language skill, and the company may intervene by providing language and culture courses as a source of motivation for staff. Empowerment of individual staff members and options of work that has additional responsibility can become a force of motivation. Providing training may become a challenge to some small and medium enterprises in the tourism industry. Knowledge exchange can be another option available for tourism professionals to enhance their talent. Some organisations also have a mentor for every employee. A mentor is a senior associate who can provide experienced counselling and guidance to the employee. Wilbur (1987) compared the mentor and mentoring process to Sequoia trees who can grow more than 100 feet tall and live for more than a thousand years, they in turn provide shelter and nutrition to flora and fauna around them, and a significant aspect about the sequoia trees do not stop growing, which means it develops and contributes to everything around it. This entire process creates a talent enhancement eco system within an organisation. A healthy organisation is one which is able to successfully enhance the talent of its existing senior staff and new members.

Research Question: What are the intrinsic and extrinsic sustainable talent enhancement programmes available for a tenured tourism professional associated with an organisation?