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Recognising undervalued talent in inclusive organisational transformation

Thematic Area: International Human Resource Management, Strategic Human Resource Management, Diversity and Equality

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Summary:

Industrial transition shapes how organisations identify, develop and retain talent. Contemporary organisations rely on diverse forms of talent, yet some employees' skills and contributions remain invisible or undervalued (Lazarova et al, 2025). Individual talents are marginalised by intersecting identities, e.g. migration status, ethnicity, gender, social class and/or sexual orientation, frequently perform essential work, yet are excluded from dominant discourses. This devaluation is not limited to precarious, 'dirty' or 'low-skilled' jobs (Slutskaya et al., 2016) but also common for highly-skilled and globally-mobile knowledge workers to share this denigrated lived and embodied experience of otherness (Liu, 2019; Liu et al., 2024). The contributions of marginalised and racialised talents are frequently dismissed (Kim and Shang, 2024; Simon, 2019), misrecognised (Clarke and Smith, 2024) and unnoticed (Wallinder, 2022), despite being instrumental in maintaining a functional organisation.

In this track, we would like to explore how undervalued talent can enable more inclusive organisations during transformation. We conceptualise transformation at two interconnected levels; 1) organisational changes in structures, technologies, and HR practices; and 2) individual changes in identity work, identity regulations, wellbeing and sense of belonging. We welcome conceptual and empirical submissions that explore, but are not limited to, the following themes:

- Intersectionality and unequal access to opportunities, recognition and leadership
- Talent management, marginalisation and career development in non-standard employment settings
- Structural inequalities (eg. Gender, ethnicity) in talent recognition
- Responsible use of AI and digital technologies in global talent management
- Inclusive talent management, innovation, organisational adaptability and sustainable competitive advantage

It brings the intersectional perspective to the discussion of talent management; the interplay between organisational structure, HR policies and practices, and informal networks. It also offers insights into the challenges encountered by global talent and to identify a more inclusive approaches to global talent management.

Keywords:

Intersectionality, Equality, Diversity and Inclusion (EDI), Identity Work, Talent Management, Global Talent.

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