HUMAN TALENT MANAGEMENT: A CATALYST ELEMENT FOR SUCCESS IN TODAY'S ORGANIZATIONS

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ABSTRACT

A society characterized by accelerated changes, challenges organizations to promote the development of competencies that allow them to adapt, evolve and respond effectively to the demands of the contexts. This article develops the premises that support an approach to the knowledge of the evolution of Human Resource Management, its importance in Organizational Management, the inherent processes and functions, as well as the techniques that are currently used for its management; based on the findings of the documentary review. It also establishes a relationship with the school environment and the challenges faced by the school to respond to the demands of efficiency and effectiveness. Teamwork, horizontal hierarchical structures, flexible and remote workforce, alignment of personal and organizational interests and the ability to adapt and overcome adverse environments, among others, are the current organizational trends for Human Talent Management, which suggests then, the challenge of knowing them, identifying the appropriate ones for each contextual environment, within the framework of a Strategic Management, in order to strengthen organizational cultures and climate, so that they become competitive and impact on the achievement of institutional goals and objectives.

Key words: competence, development, strategy, management, organization, planning.

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INTRODUCTION

This article will address the issue of human talent management, one of the most important aspects in an organization, especially in the XXI century where people are seen as the most valuable capital of the organization. It is with this statement in mind that we intend to emphasize the relevance of human capital and therefore its management in a world immersed in the era of globalization and knowledge, where information and communication technologies, science, robotics, artificial intelligence and all the dizzying changes that the new generations are faced with, and the best way is to develop the necessary skills to enable them to develop and respond efficiently to a world in constant chaos and evolution.

The organizations of the current era must become competitive in a changing market, therein lies the importance of having people who possess the necessary skills, abilities, talents, which contribute to consolidate the success of them. Using a documentary review methodology, the evolution of human resources management, its importance, its main objective, the functions and techniques used for its management, which in the end become the articulating axis to achieve an excellent planning or strategic direction, as well as the relevance of empowering human talent through the development of competencies to achieve success in the organization, will be addressed.

The general objective of this article is to unveil the importance of human capital management in the success of today's organizations. The specific objective is to identify each of the functions of human resources management within an organization, as well as the techniques currently used in its management, from a business perspective, applied to the school field.

DEVELOPMENT

Through history, the role that human resources management has played in organizations can be seen in greater depth; in fact, due to the competitiveness that is generated day after day in the field, it has undergone a series of changes that have allowed it to evolve. "Until recently, many organizations spoke of personnel administration or industrial relations (bureaucratized vision manifested since the end of the Industrial Revolution, and reached its peak in the fifties)" Garcia and Leal, 2008, p. 146). At this time the human being was seen as a machine, or otherwise as another tool, whose only interest was to achieve a higher production in a shorter time; man was simply a cog in the chain, this situation led to workers being exposed to many risk conditions, which caused employees to organize themselves through the so-called unions, whose purpose was to claim better working conditions, after this a process of humanization began to be conceived, resulting in a new vision of the subject.

To this concept appears another one called *"Human Resources Management"*, this arises as organizations progress and assimilate technical scientific advances, to conclude in a modernization of the personnel function, materializing in the evolution from the old concept to the current one (Garcia and Leal 2008, p. 146).

In this transition, the image of man is born as that element that has the capacity to generate multiple benefits to the organization, considering him as a strategic part of it, based on this, certain retributions and benefits begin to be offered, which influences in a notable improvement in their quality of life and therefore a greater satisfaction of the personnel. In the current era it is known by different names, including human capital management.

Human capital has been defined as the knowledge (explicit or tacit) possessed by the people and teams necessary for the organization, as well as their capacity to regenerate it; that is, their capacity to learn. A simple way to distinguish Human Capital is that the organization does not own it, nor can it buy it (Garcia and Leal, 2008, p.154).

Precisely in this period, the capacities, abilities, skills, abilities, creativity that each individual possesses, becomes a remarkable value, here it can be seen that the real wealth is in the competences, skills that each person possesses to place them at the service of the organization, leading it to reach the proposed goals and project itself with a competitive excellence in the market.

It can be said that human resources have become in the era of knowledge, of competitiveness, as the fundamental and vital aspect in an organization to achieve success, that is why it is imminent to work hard to enhance the knowledge, skills, competencies possessed by the people who integrate it, who become the real wealth of this. Chiavenato (2009) states:

> People will be the competitive differential that favors and sustains the success of the organization; thus, they become its core competence, its main competitive advantage in a globalized, unstable and changing world in which there is fierce competition. (p. 42).

Now it is said that the management of human resources is of great importance because the success or failure of an organization will depend on it, that is why one of its main strategies to achieve its goals is to give the value that human capital really deserves, working hand in hand with the members of the organization to achieve the proposed objectives, promoting commitment to institutional values, vision and mission, developing and coordinating strategies that are in line with the strategic direction proposed, in addition to advocating for the permanence of that workforce now converted into the most important asset of the organizations.

On the other hand, the different conceptualizations on the Human Resource, Human Capital, Human Talent Management or Personnel Management, depend on the constitutive framework of the organization, the teleological support and the system of values on which it is based. This suggests then, to adapt the individual discourse, attending to the reading that sustains the philosophical platform of the organizational context, which implies to put in scene, the capacity of flexibility.

In this order of ideas, the relevance of Human Resources strategic planning is also highlighted, as a tool that potentiates the organizational scope, increases efficiency and effectiveness, from a dynamic and systemic perspective that anticipates, understands, makes an adequate reading of the organizational future, and undertakes actions in the medium, short (known as tactical planning) and long term with the objective of defining clear goals and punctual, specific and pertinent actions in favor of the consolidation of change processes.

Putting this reflection in the close work context, some questions arise Are the management teams and leaders of the Secretariat of Education using the strategic planning of Human Resources? What aspects are contemplated in their actions? What indicators are there in this regard? What impact has it had? From the particular work contexts, it is possible to obtain some approximations to the characteristics of Human Resource Management and to design action plans to strengthen its impact.

Consequently, the primary objective of organizations is to get the right individuals, who possess the necessary competencies and skills so that through this symbiosis between organization and people they can ensure a resounding success to the organization of which they are part, and to achieve all this, human resources management has contemplated several situations, which become inherent functions of human capital management. Chiavenato (2009) proposes six processes, *"1. Processes to integrate people. These are the processes to include new people in the company. They can be called processes to provide or supply people. They include recruitment and selection of personnel"* (p.53). In this sense we can mention the recruitment of personnel as a first sub-process, which consists of a series of procedures that are designed to attract different candidates to the organization, at the time of this recruitment can be used various means such as: web pages, social networks, emails, radio, television newspaper, in short there are multiple resources for this.

In Colombia, the process of attracting, recruiting and selecting personnel to enter the education sector is mostly centralized, since the Ministry of National Education delegates the entire process to the National Civil Service Commission (CNSC)[3] , which, through a merit-based competition, hires teaching staff. The municipal and departmental entities are responsible for managing the personnel and evaluating the performance of the newly hired personnel.

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3 The call for applications and selection processes are extensively described on the official website https://www.cnsc.gov.co/.

Regarding this process carried out by the CNSC, the dilemmas, tensions and challenges that have arisen over the last decade are marked; since the influence of unions in the exercise of guaranteeing the rights of teachers, clashes with the urgent need to promote the culture of efficiency and effectiveness of the learning process and knowledge management; a situation that contrasts with the experiences in countries where the process of recruitment, selection and evaluation of teacher performance is extremely rigorous, to such an extent that job stability depends on the training process and impact of their classroom practices.

This becomes one of the factors that will determine the success of the organization, here lies its relevance, which is why a series of tests must be done, which allows validating the skills, competencies, aptitudes and attitudes possessed by the person who will possibly occupy a position, it should be noted that the selection process can be performed by the same organization or in certain cases external agencies hired by them.

As a second aspect Chiavenato (2009) suggests:
2. Processes to organize people. These are the processes to design the activities that people will perform in the company, to guide and accompany their performance. They include organizational and job design, job analysis and description, placement of people and performance evaluation. (p. 53)

Considering the design of positions, which would be the first sub-process, it is focused on conducting a very thorough study of each job position, in order to have clarity on the competencies that the individual must possess, which contributes to perform the functions inherent to his position in the best possible way, this has as its primary objective to comply with certain established regulations, in addition to achieving in this way to optimize the performance for each position designed.

As a second sub-process, performance evaluation is contemplated, it is necessary to evaluate the performance of the work performed by each employee, in order to demonstrate that they are fulfilling the tasks related to their position in an efficient manner, since if this is not demonstrated, it is essential to take the necessary corrective measures, making an improvement plan that will help to remedy the shortcomings found, in order not to hinder the proper functioning of the organization, and taking into account that this must meet standards of competitiveness, efficiency, effectiveness and quality and for this it must have its employees working with a very good performance.

Now, Chiavenato (2009) proposes a third process, *"3. Processes to reward people. These*

are the processes to incentivize people and to satisfy their highest individual needs. They include rewards, remuneration and benefits and social services" (p. 53). Here we speak in a first sub-process about benefits, including social benefits, such as health insurance, a second sub-process would be the remuneration, which becomes the payment received for the work performed and a third sub-process is that of incentives such as bonuses for having fulfilled a certain task assigned before the due date.

As a fourth process, Chiavenato (2009) suggests:

4. Processes to develop people. These are the processes to train and increase professional and personal development. They involve training and development, knowledge and competency management, learning, change programs and career development, and communication and compliance programs (pp. 53- 54). (pp. 53- 54).

In the first sub-process, training and learning is discussed, the organization is obliged to provide training for the task to be performed by the employee in the designated position, according to the objectives and plans that it contemplates. There are several situations in which this training should be offered, the first would be to incorporate new employees, the second for promotion of any of them and the last for updating the knowledge of staff, in a second subprocess knowledge management arises, this refers to the identification by managers or heads in charge of the employees who show greater potential, helping to design strategic plans for these contribute to further enhance their skills, talents, skills, etc..

In addressing the aspects that describe the way in which teachers are prepared to exercise our educational work in the globalized and interconnected society, continuous training stands out as an element that guarantees survival in an environment that is advancing by leaps and bounds; in accordance with what was stated by Pastrana Arminola & Oviedo (2014), it is about *"preparing or becoming literate in new knowledge, languages and emerging technologies"* (p. 7).

From this perspective, an internal, committed, useful motivation is required, so that they can not only learn, but also unlearn and learn to learn; which implies, in a certain way, gaining validity, credibility and social prestige, staging and validating what has been learned from classroom practices, translated into new and better ways of teaching, successful, efficient and effective practices; lasting and relevant learning.

It is a reflective, oriented, conscious and responsible classroom practice, based on solid foundations of philosophical, epistemological and pedagogical knowledge of education. This aspect

suggests an extra effort for professionals who are not digital natives, as it becomes imperative to shed the static elements of the traditional paradigm that founded our training process, towards the search for elements associated with the constructivist, connectivist paradigm, in the midst of the Information and Communication Technologies (ICT) boom.

Closely linked to continuing education is educational research, as a factor associated with the strengthening of teaching-learning and knowledge generation, making it necessary to assume an active role in finding solutions to the contextual problems in which the Institutional Educational Projects (P.E.I.) are developed, thus contributing to social development and transformation.

In this new social scenario, the role assumed by the teacher goes from enabling learning through ICT-mediated environments, to being a designer and generator of educational resources in meaningful learning environments (UNESCO, 2013). Likewise, it generates spaces to enhance collaborative work, brings people of different nationalities closer, thus promoting interculturality in Virtual Learning Environments (VLE) mediated by Virtual Learning Objects (VLO), which enriches learning situations, favors self-management of knowledge and innovation.

From this point of view, the educational sense of Networked Learning Technologies (NLT) becomes relevant, since it favors lifelong learning and from different contexts, related to the seamless learning referred to by Cesar Coll; that is, it modifies the ecology of learning in relation to contents, tools and environments. The curricular designs under this educational modality are planned from the particular needs of individuals and their learning rhythms, articulating knowledge and competencies at an interdisciplinary level, the search for information through different sources is enhanced, the analysis of information is privileged to differentiate what is truly important and collaborative work takes a transcendent value when debating ideas, writing essays, papers, articles and presenting information through mental and conceptual maps and comparative tables, among others.

In schools, the development of competence in virtual environments, remote learning or in the alternation modality, is a process that had made little progress and had been postponed, in some cases due to the lack of technological and internet resources and articulation with teacher training processes, but in the face of the COVID-19 pandemic, significant advances have been evidenced in this regard, which should be guarantors to continue in this line and move forward.

In the fifth process Chiavenato (2009) projects:
5. Processes to retain people. These are the processes to create satisfactory environmental

and psychological conditions for people's activities. They include the management of organizational culture, climate, discipline, hygiene, safety and quality of life, and union relations. (p. 54).

Regarding remuneration and monetary benefits, as well as protection and social security, they refer to the economic resources, social benefits and health, to which the worker is entitled, in a comprehensive manner. From this perspective, the question arises: Is the level of satisfaction with this process measured and taken into account, and does it have an impact on the quality of life of the members of the organizations?

The process that captures the teacher's attention is that of Labor Welfare, intimately linked to the elements that unite human groups around culture, values and traditions. It is considered a fundamental element in the consolidation of the institutional culture and the effective workforce.

Looking at it from the point of view that we have very good collaborators, talents, we must design strategies that allow them not to leave, that is when we emphasize two sub-processes, the first one talks about hygiene, safety and quality of life, we must create various activities or programs that promote the prevention of occupational and environmental risks related to work, in order to avoid future problems with the health of employees, which leads to improve the quality of life of these. The second subprocess focuses on the various relationships that may occur with workers and unions, where its primary objective is focused on generating adequate communication between the organization and employees or unions created through certain intermediaries, in order to resolve conflicts that may arise in the day to day.

Finally, Chiavenato (2009) states the following, *"6. Processes to audit people. These are the processes to follow up and control people's activities and to verify the results. They include data banks and administrative information systems"* (p.54). The sub-process of data bank and administrative information systems is found, this part focuses more than anything else on keeping all the information related to the organization's collaborators up to date, providing that when an audit process is carried out everything is in the required order.

It should be noted that all these processes and sub-processes that are developed within an organization must be based on a diagnosis, where a variety of aspects must be taken into account. Chiavenato (2009) asserts that it is very relevant to always look at external conditions such as: laws and legal regulations, social and cultural conditions, economic conditions, unions and competitiveness, in addition to internal organizational influences such as: organizational culture,

management style, management strategies, mission, vision and the nature of the different tasks, all of which are of great relevance in the management of human resources, since they contribute to obtain competitive and high quality products and services, ethical and socially responsible practices, as well as an excellent quality of life at work, showing the success of the management and therefore the goals set.

Taking into account the above, it can be stated that in organizations it is extremely relevant each of the functions that are established, this plan focused on achieving a good organizational development (OD), there lies mainly the leadership capacity of the people in charge, in addition to the commitment assumed by each of the employees of the organization, in order to position itself in the market with high standards of quality and competitiveness.

Organizations cannot wander aimlessly, that is, without a north to guide them, and for this it is necessary to establish a series of plans that involve the allocation of resources and tasks that must be taken seriously by each of the members of this, so that it is feasible to achieve the proposed objectives (Contreras, 2013, p. 20). (Contreras, 2013, p. 20).

Based on all that has been explained so far, it is reaffirmed the importance that a good administration of human capital plays today in an organization, in addition to the management of those in charge through the planning of a strategy, with the firm purpose of having a north that leads them to comply with the proposed standards. According to Chiavenato (2009), "Strategy almost always means organized change. Every organization needs to have a holistic behavior pattern in relation to the business world that surrounds it and in which it operates" (p. 112). In this sense, strategy is seen as a fundamental guideline in the environment of organizations, which must be designed taking into account the conditions of the context, the aspects against, in favor, the opportunities and deficiencies that can be found along the way, in order to make a diagnosis that seeks to highlight the panorama in question.

In the contemporary world where constant changes are latent, where competitiveness is an indispensable requirement, organizational strategy becomes the basis to be able to face any adverse situation that may arise and make the most of the talents available, in order to respond efficiently to it and in fact to have an excellent adaptability to the new trends imposed. This is why organizations emphasize the need for strategic planning which is prospective, having clarity that through it the organizational future will be managed and therefore made visible. Contreras (2013) states:

It is essential that the proposed objectives are viable and allow the company to implement each of the proposed strategies, in order to make possible its permanence

and sustainability in the market. In a globalized and highly competitive market, it is of vital importance that the proposed strategies be innovative and make the resources viable to avoid that, in the future, adverse events may ruin the proposed objectives and expectations (p.17). (p.17).

By focusing on the reality in which we live immersed at present, it is reiterated that organizations should tend to make planning projecting into the future, in a holistic and systematic way, where it aims to assume the reality in a flexible way and adaptability to change, since the barriers or paradigms imposed by the surrounding environment must be broken, all this with the firm purpose of laying solid foundations in the organization, in order to always be aiming at a constant growth.

It has been exposed so far many aspects that play a key role for organizational development (OD) to be adequate under the conditions of current environments, which is why human resources management becomes a priority in organizations, considering it as the greatest wealth that can be counted on within it, where through the creation of synergies and empowerment of its members focusing on achieving the objectives set, success can be achieved.

Now, it cannot be denied that in order to achieve all this, hard work, commitment and responsibility are necessary, especially if we think that we live immersed in a world where globalization has changed the perspectives to which we were accustomed to. That is why it is relevant the value that is being given to human capital in an organization today, is that times have definitely changed and in the new millennium they ceased to be visualized as employees to become partners, that is why it is vital to empower this collaborator's talent through the development of competencies. The term competency is one of the most mentioned nowadays, it has gained much relevance in all sectors of society, where it is stated that by enhancing the competencies that each human being has is working in a process of constant and vital learning for their daily life. The Ministry of National Education MEN (s.f.) states *"Competencies are the set of knowledge, skills, attitudes that people develop and that allow them to understand, interact and transform the world in which they live"* (p.10). In fact, in order for people to be able to transform the world in which they live, they must assume and therefore face their new reality, a reality that offers a great number of resources, where information and communication technologies play a transcendental role, It will also allow him/her to find the strategies to put them into practice, emphasizing with priority the ethical sense with which he/she will have to live them, in order to be on a par with the new canons imposed in the era of knowledge.

Based on this, it can be stated:

In the competency-based approach, knowledge is not the most important, but the use made of it in specific situations of personal, social and professional life. In this way, competencies require a solid base of knowledge and theories, but skills together with attitudes and values will be the ones that will give mobility or life to them (Morales, 2018, p. 4).

In today's world, a time of high complexity, constant turmoil and chaos, the fact of developing talents through different competencies is reaffirmed, where these will gain great value at the time of putting them into practice in all spheres in which human beings develop, but it definitely depends on the motivation of each being to take root of them.

Today's organizations tend to integrate individuals who possess the knowledge, skills and abilities necessary to perform effectively in the position for which they are appointed, they have begun to visualize that this is definitely the success of the organization and therefore the interest in selecting those who perform best, but finally the development of competencies is something that cannot be imposed, this is forged depending on the interest shown by each subject, and being inside, through their performance is where they will really demonstrate whether they are qualified for the function for which they were hired. Alles (2007) states:

The development of competencies cannot be the subject of pedagogical manuals and is not a training activity placed under the authority of a person in charge. It refers to one's own will to try to realize one's possibilities of development and to find the means that will favor this development (p. 60).

Undoubtedly one of the spheres in which each individual develops is the labor field, it cannot be said that they are the ones who give life to the organizations, but at the same time they depend on the organizations because there they develop as professionals, demonstrate their skills and depending on their performance they will climb within the organization, thus realizing their labor projection, helping them to feel useful to society and seeing their dreams come true in terms of the labor part.

But now, just as people need to be immersed within an organization, organizations depend on these same people to realize their projects and strategic planning, it can be said that it is a reciprocal relationship, where everyone must take advantage of the opportunities provided.

In this sense, the employee must learn from the situations he/she has to face day by day, from

there to identify shortcomings so that through the constant implementation he/she can enhance his/her talents through the development of competencies that will help him/her to perform in a better way in future opportunities. Alles (2007) states:

> The key to the development of competencies is based on taking advantage of the person's own experiences, and that he/she adopts a critical attitude regarding the way problems are perceived and solved, and is capable of analyzing his/her own behaviors, identifying the sources of possible problems and, finally, knowing how to actively take advantage of these observations. (p.66).

On the other hand, in the field of Organizational Management, it is especially relevant to identify the appropriate techniques to execute the different processes of Human Talent Management, from the conceptualization of their positive impact on organizational efficiency and effectiveness.

The selection of the appropriate techniques for Human Talent Management depends, among other aspects, on the particularities that describe the situation of the organization, the socioeconomic status of the organization, the culture that surrounds the organizational functioning and the competencies of the personnel.

Table 1 below describes the techniques associated with planning.

Table 1. Planning techniques

	Technique	Basic Process
Planning	RAM Matrix (shows relationships between project members and actions to be performed)	Description of roles and responsibilities.
	RACI Matrix (indicates responsible persons, leader, area of consultation and report)	
	Job Description, contains the elements that allow differentiating the specific characteristics required by the personnel to be hired.	
	Psychometric, knowledge or personality tests.	Staff Incorporation
	Interviews	
	External or internal recruitment process, which allows the promotion of team members whose performance evolves efficiently and potentiates their development in other functions.	
	Competency model Knowledge model Values model Process model	Staff development
	Compensation through bonuses, awards, commissions, etc.	Compensation
	Graphic scale, which contains the degrees of variation of the factors to be evaluated.	Performance evaluation
	Forced choice, it contains performances from deficient, acceptable and excellent levels.	
	Field investigation, performed by a specialist, who analyzes the situations and inquires about the causes of the performances.	
	Critical incidents, through which exceptional performances, whether positive or negative, are analyzed.	
	360° evaluation, which is comprehensive, addressing different aspects associated with the work context.	

Source: Source: own construction from various sources

Table 2 below describes the techniques associated with the monitoring process.

Table 2. Techniques applied in the Human Talent Management monitoring process

	Technique	Basic Process
Follow-up and control	Negotiation, allows the definition of agreements, taking into account the interests of the participants. Mediation, it is characterized by reaching agreements by making use of the ability to enhance the search for solutions. Role reversal, allows reaching agreements through the knowledge of the participants' perspective.	Conflict management
	Leadership Assertive communication Knowledge orientation	Interpersonal skills

Source: own construction from various sources

Currently, the conceptions, processes and practices of Human Resource management revolve around Organizational Network Analysis (ONA), which identifies expert personnel in the exercise of their functions, analyzes and enhances the connections between work teams.

Team Centric is also used, characterized by the teamwork technique, which evaluates the contribution of each member of the work teams in the achievement of the organizational goals and objectives. In a way, it takes into account the individual performance around the institutional goals, focuses its work on raising the levels of competence, training and performance of individuals, to strengthen efficiency, effectiveness and consequently productivity. From this perspective, each team member contributes his or her capabilities and is strengthened by the contributions of others.

Organizational trends in Human Talent Management[4] have a contextual support, such is the case of those arising from the experience of the COVID-19 pandemic. It contributes significant elements, which aim to strengthen the operation, performance, efficiency and effectiveness of organizations.

Initially, it is possible to note the urgent need for adaptation and improvement of people in adverse environments, such is the case of the total or partial confinement during the pandemic time,

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4 Global human capital trends 2021 are extensively discussed on Deloitte's website https://www2.deloitte.com/es/es/pages/human-capital/articles/tendencias-capital-humano.html.

reason why organizations adjusted their ways of functioning and work; now necessarily the work had to be done from home, using the tools of the web.

From this perspective, in the educational field, some universities and educational institutions had articulated the strategy of online education, which allowed not only to lower educational costs, but also to manage study times adapted to their work needs; for this reason, the pandemic made possible not only its positioning, but in a certain way validated this educational form.

Similarly, companies or organizations that had advanced adjustments to the level of ICT articulation to the workplace, little influenced the pandemic in the maintenance of payroll, timely payments and consequently ensure the stability of their employees, others, however, could not adapt and failed, thus generating layoffs and swelling the unemployment figures worldwide.

A second aspect refers to the search for and maintenance of a work-life balance. From this perspective, the aim is to strengthen the sense of belonging of the members of the organization, translated into actions to improve the levels of attention and well-being of the personnel, with the objective of increasing production. As a result of social isolation, companies or organizations empowered the members of their different work teams, trusting in their skills to be able to face the challenges of taking care of the family, the home and their chores, and the functions inherent to their positions. In this way, they maintained their functioning, thus guaranteeing organizational stability.

Another important aspect is the importance of teamwork as a tool to increase speed and, consequently, production capacity at the corporate level. It is about contributing to the development of the competencies of each individual and in turn those of the entire team, so that the individual contribution contributes positively to the achievement of organizational goals and the strengthening of work teams. In this way, each member contributes only the best of himself and as an ultimate goal contributes to the optimization of the final product.

By strengthening teamwork, the need arises to break with vertical hierarchical structures and the skills of negotiation, resilience and systemic thinking are enhanced.

When analyzing the impact of this strategy in the educational field, it has been strengthened through the implementation of learning communities, which allows promoting teacher training and updating, based on a deep reflection of the impact of didactic and pedagogical competencies on educational quality.

A fourth element recommends promoting the development of the potential of the members of the organization, in such a way that the interests, motivations, needs and personal expectations of the members of the corporations are aligned with the needs of the organization. In this sense, the members of the different work teams transcend through the development of the organization, feel committed to the achievement of goals and objectives and raise the levels of responsibility with individual and collective actions.

From this perspective, the members of the organization identify with the institutional philosophy, incorporate it into their own motivations and commit themselves to the achievement of its objectives.

A fifth element highlights the importance of a flexible workforce that can perform its functions remotely. This was characteristic of organizational environments during the COVID-19 pandemic, as a key element in surviving the devastating impacts of enforced isolation. In this sense, the ability of the members of the organizations to adapt to change became particularly relevant.

Finally, there is a need to open the debate within the school organizations and especially to the management teams on the importance of Human Talent Management, to diagnose its development, to promote research to find viable solutions that allow intervention and consequently the improvement of its impact on Organizational Management, in order to enable positive work environments, oriented, cohesive, focused on clear goals and objectives, which position the work teams and have an impact on raising the levels of educational quality, from a much more humanized perspective; This translates into a strategic, intentional, directional, pertinent, efficient and effective management.

CONCLUSIONS

Focusing on the 21st century and envisioning all the changes to which we are exposed daily, the human being has a call to be in a constant learning process, exercising that ability that is so much talked about in the new millennium, learning to learn.

This call also concerns organizations, including educational organizations, to carry out an excellent management of human talent, valuing them, providing them with the necessary opportunities that make the collaborators who are part of it feel in an environment in which they are provided with all the necessary elements to feel good both personally and professionally, thus helping them to feel motivated to give the best of themselves, to worry daily about demanding more of themselves in the work entrusted to them and thus contribute significantly to the organization to

achieve the projected results. Montoya and Boyero (2016) state:

The human resource is a fundamental element that gives validity and use to the other resources, in this sense the staff of the organization can develop skills and competencies that will allow the competitive advantage of the company to be sustained and enduring over time, thus making it possible to speak of the construction of an inimitable, unique and competitive human resource in the corporation. (p. 4)

Taking this into account, it can be mentioned that the new organizations need to learn to better manage human skills and capabilities, including knowledge, experience, talent, creativity, initiative, etc., it is time to understand that people can no longer be seen as mere resources, it is necessary to change the chip internalizing that they are the main asset, It is in this way that they will be cemented as agile organizations, where networks are built in which teamwork and interdisciplinary teams are essential and where it is extremely important to have empowered leaders making everyone at the same time live extraordinary experiences.

In the same way, it is clear the importance of a directive management either in the business or school field, knowledgeable, aware and appropriate of the importance of the adequate Human Talent Management and its implication in the strengths and weaknesses of an organization. This is a key element to potentiate the corporate scope and respond effectively to the demands of a society in continuous change, which requires giving way to the humanist paradigm that contributes to the reduction of social gaps, focused on human capital, as a base element of personal and social transformation.

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