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Jesper Raalskov is a researcher in
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He is affiliated with the research
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trepreneurship and Relationship
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Administration, Management
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Before starting his PhD, Jesper
worked for several years in dif-
ferent business contexts – main-
ly in the Danish banking industry,
both as a Key Account Manager
and as a HR Consultant. This
inspired him to have the banking
industry as the point of depar-
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PhD Dissertation of

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Accounting for Talent in the Banking Profession

Defining and Reporting Talent Resources

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Accounting for Talent in the Banking Profession

Defining and Reporting Talent Resources

Jesper's PhD thesis concerns the concept of talent, which is a central element in Talent Management (TM). The thesis consists of a compilation and three papers, all of which has talent as a focal point.

The first paper focuses on creating an overview of the different approaches to the definition of talent within the TM literature. The paper shows that there is considerable variation among the authors when it comes to the content of the definition. Furthermore, the paper presents a consensus-based formula for talent, which at the general level consists of characteristics such as performance-oriented, analytical, intra-personal, inter-personal and potential-oriented talent. In other words, talent could be defined in three ways; what you have done (past), what you do (present) and what you will do (future).

The context in which Jesper's thesis takes its place is the banking industry in Denmark. The literature argues that frontline employees in general are essential resources for service-oriented companies and their efforts to unfold strategy – which is also the case in Denmark. But, what characteristics should a frontline banker have? The second paper suggests an answer to this.

The second paper reviews the literature concerning frontline employees in order to gain insights in the search for contextualised talent characteristics. The literature primarily emphasises the

importance of characteristics needed to support customer relations, thereby missing other relevant characteristics needed to support other aspects of work, such as the organisational relations and the ability to cope with the role stress that is connected to the job of being a frontline banker.

The paper presents a framework, in which the definition of talent, which ultimately affects organisational profitability, is approached holistically. Besides the theoretical perspectives on talent characteristics, the paper presents talent characteristics based on empirical findings from the Danish banking industry. Even though most of the characteristics found within the TM literature are more or less relevant for defining talent, the empirical evidence emphasises some of the characteristics as being more important than others dependent on which sub-context the frontline banker is situated in.

The third paper uses traditional financial rationales and non-financial rationales as arguments for reporting talent resources through the annual report. Based on empirical findings in the banking industry, in this case talented frontline bankers, this paper points to the importance of disclosing talent resources in the annual report. When talented frontline bankers consider applying for a new job at another employer, 79% state that they would definitely (or most likely) use the annual report from the potential employer when considering a job change.

The paper also suggests, how existing non-financial guidelines can be used in respect of the Global Reporting Initiative (GRI), which already has some elements that can be interpreted as being relevant in the context of talents. Finally, the paper suggests how GRI can be added to elements in a more holistic way that supports revised information relevant for attracting, developing and retaining talented employees.

The project as a whole has the purpose of supporting organisations' work with TM – the definition of talent as well as the reporting of talent resources. Both perspectives contribute to the organisation's profitability.

Jesper Raalskov

Department of Entrepreneurship and Relationship Management

The Department of Entrepreneurship and Relationship Management is located at the University of Southern Denmark, campus Kolding, and employs approximately 85 people. This location is central to the growth-centers within the Triangle Region and offers a unique opportunity to close cooperation with the companies and public authorities in the region in respect to research and educational projects.

For several years the research of the department has been based on learning networks with companies and trade promotion institutions. In addition to this, the department has a long tradition of problem-based cooperation across traditional business research areas and very often by means of external funding. The research of the department concentrates on two key areas: entrepreneurship and relationship management and originates from traditional research areas such as marketing, applied economics, accounting, operation management and organization.

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